TAB A. COVER SHEET

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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.

Booth Management Consulting, LLC
_____
Legal Name of Proposing Firm

Robin Booth CPA, CFE   Principal
_____
Contact Person   Title

410-309-4929,
ext. 2010 (office)   robinb@bmc-llc.net
_____
Telephone Number   E-Mail Address

7230 Lee Deforest Drive, Suite 103, Columbia, MD 21046
_____
Street Address of Principal Place of Business   City/State   Zip

7230 Lee Deforest Drive, Suite 103, Columbia, MD 21046
_____
Complete Mailing Address   City/State   Zip

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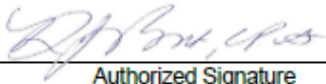Acknowledgment of Addenda: #1 _____ #2 _____ #3 _____ #4 _____ #5 _____

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

HEADQUARTERS:
7230 Lee Deforest Drive
Suite 103
Columbia, MD 21046
Tel: 410-309-4929
Fax: 667-200-5972
www.bmc-llc.net

A.1 About Us

Founded in 1998, Booth Management Consulting, LLC (BMC) is a licensed CPA Firm in the State of Maryland, a U.S. Small Business Administration, Small Disadvantaged Business (SDB), Woman Owned Small Business (WOSB), and minority-owned business specializing in auditing, attestation, acquisition, contract/grants management, accounting, and administrative support services to Federal, State, and Local governments. We are certified by the Maryland Department of Transportation as a Disadvantaged Business Enterprise (DBE) and a Minority Business Enterprise (MBE). BMC has successfully provided grant management services to Federal, State, and local governments throughout the United States. We have in-depth knowledge of 2 C.F.R Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Uniform Guidance"), Code of Federal Regulations (CFR), U.S. Department of Housing & Urban Development (HUD) funded programs, Department of Labor (DOL) Workforce Innovative Opportunity Act and Training grants, CARES Act, American Recovery Plan (ARPA), Treasury Guidance on Coronavirus State and Local Fiscal Recovery Fund (CSLFRF) Interim and Final Rule, Treasury issued Frequently Asked Questions (FAQs) on ARPA and CARES, and other relevant information.

Below is a summary of our insurances:

Table 1: Insurance coverages

Insurance Type	Coverage	Expiration Date
General Liability	2,000,000.00	12/12/2022
Umbrella	5,000,000.00	12/09/2022
Cybersecurity	2,000,000.00	3/27/2023
Errors & Omissions – Professional Liability	5,000,000.00	3/27/2023
Fidelity Bond	30,000.00	12/27/2022
Workmen's Compensation	1,000,000.00	11/29/2022
Automobile – we have no company owned vehicles	NA	NA

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Table of Contents

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TAB B. EXECUTIVE SUMMARY

We use an integrated approach that leverages best practices in managing project scope, time, cost, quality, human resources, communication, and risk. For the achievement of maximum benefit for, our integrated approach ensures that one assignment builds on and/or compliments another assignment by incorporating lessons learned and best practices, as applicable. Although our approach is designed to be flexible and customizable, there will be many issues and/or practices where the knowledge is transferable. Through continuous communications, training, and constant updating of our project tools and systems, we ensure that lessons learned, and best practices are shared with the team. Through our in-depth understanding of how to manage engagements of this nature, we can rapidly mobilize resources and leverage our existing methodologies and approaches to execute the tasks with the goal of meeting client expectations.

BMC has established a Federal Grants Team consisting of the BMC managers, auditors, and grants specialists discussed in Tab C.4 Key Personnel of this proposal. The proposed personnel have been specially trained to provide Federal grants management and monitoring services and are currently working on the contracts discussed in Tab C.3 Experience and in Tab E. References.

Project Leadership: At the helm of the Federal Grant team is Robin Booth, CPA as the Program Manager. Mrs. Booth has extensive project management experience managing multiple complex projects simultaneously. Mrs. Booth was initially the Project Manager for the contract with the U.S. Department of Housing and Urban Development, Office of Housing Counseling (HUD-OHC) and for the NeighborWorks America simultaneously.

Although Mrs. Booth is the Principal of the company, she is leveraging her knowledge, lessons learned, and best practices for the ARPA contracts to ensure consistency and uniformity in our management and technical approach. She will be supported by two highly experienced Managers:

- *Grants Manager* – Gladys Vazquez. Ms. Vazquez has 15+ years of Federal, state, and local grants management experience. She will lead the grants specialists in all grants management-related tasks.

- *Senior Manager* – Vonyette Grant. Ms. Grant has 10+ years of grant oversight and monitoring experience. She will lead the team in conducting the monitoring activities.

There will be separate BMC personnel on each team and no personnel will be shared. See the full resumes for the proposed key personnel in Appendix C.

Training: This team receives a minimum of 40 credits a year in grants related continuing professional education conducted by the American Institute of Certified Public Accountants (CPA), National Grants Management Association (NGMA), and other professional organizations.

Statement of Availability: Our firm will be immediately available to start the project and complete it no later than the requested timeframe.

BMC Employees: All of the proposed staff are currently full-time employees of BMC.

Subcontractors: We are not proposing any subcontractors.

BMC has the requisite profile, resources, and background to provide optimal services on this cooperative agreement.

TAB C. EXPERIENCE & KEY PERSONNEL
C.1 Overview and Brief History

We have staff providing grant management and monitoring in Texas, Mississippi, Florida, Maryland, District of Columbia, Delaware, Pennsylvania, Ohio, California, North Dakota, Wisconsin, California, Arizona, Nevada, and Washington State. The table below is our company profile.

Table 2. Company Profile

Company Name	Booth Management Consulting, LLC
Demographics	Regional Firm
Physical Address	7230 Lee Deforest Drive, Suite 103, Columbia, MD 21046
Year Founded	1998
Corporate Structure	Limited Liability Company – S Corp
Web Page URL	http://www.bmc-llc.net
Federal EIN#	52-2168025
Authorized Point of Contact Name	Robin Booth, CPA, CFE Principal
Point of Contact Phone Number	410-309-4929, ext. 2010; Cell Phone; 410-984-7458
Fax No.	667-200-5972
Point of Contact Email Address	robinb@bmc-llc.net
Number of FTE Employees	168 Full-time Employees, 22 Part-time
Office Locations	Maryland, Washington State, and Texas
Line of Credit Facility	$10 million
FY 2020 Annual Revenue	$12 million
Licensed CPA Firm	Licensed #40609 In the State of MD
Peer Reviewed Firm	Last Peer Review – August 2022, "Passed" with no exceptions

We have the following competitive advantages:

- Direct experience providing comprehensive Federal, State, and local grants management services from development of Notices of Funding Opportunity to fiscal and program monitoring to Federal and State agencies affording us in-depth knowledge of not only the regulations and directives, but also insight from the Federal level on best practices to mitigate grant management challenges.

- Extensive knowledge of Office of Management and Budget (OMB), 2 CFR Part 200, and the various grant programs.

- Currently providing grants management services to 20+ Federal agencies and municipalities.

- An agile technology-based approach to project management — including web-based project management, timekeeping, and HRIS systems that transfers seamlessly to a telework environment. In response to the shelter-at-home and social distancing mandates due to the COVID-19 pandemic, we are performing 100% remote monitoring activities for multiple agencies.

- Excellent Contractor Performance Ratings (CPARS) on Federal contracts for grants management staff augmentation contracts of similar size and complexity providing the exact same services required for this solicitation. Excellent references on the State and local levels.

- Robust and comprehensive recruiting, hiring, onboarding, retention, and recognition of our qualified staff able to meet the fluctuating needs of the client.

- Extremely price competitive because our rates are not burdened with subrecipient handling costs since we will perform all work as a prime contractor.

- One-stop shop for communications as the prime contractor with no subrecipients proposed.

- All proposed staff are existing full-time employees of BMC who are immediately available to work on the contract. Please see Tab C.4.3 Team Roles & Responsibilities for details.

Work Location: The work for this solicitation will be performed from our headquarters in Columbia, MD.

C.2 Texas & Other State Registrations

In the table below, we summarize the various states where we are registered to operate. As evidenced in Exhibit A. Service Areas, we are proposing to provide services to all 52 States.

Table 3. State Registrations
Table 3. BMC State Corporate Registrations

State	Registrations
Texas	• Vendor ID: 15221680257 • Foreign, LLC (File #803609792) • WOSB
Arkansas	• Foreign LLC
California	• Foreign, LLC
Colorado	• Foreign LLC
Delaware	• Foreign LLC • MBE/SBE/WBE Certification
Florida	• Foreign LLC
Georgia	• Foreign LLC
Maryland	• Domestic LLC • Maryland Department of Transportation, MBE/SBE/WBE Certification • Baltimore City, MBE/WBE Certification
Minnesota	• Foreign LLC
Mississippi	• Foreign LLC
Missouri	• Foreign LLC
Nevada	• Foreign LLC
New Jersey	• Foreign LLC • MBE/SBE/WBE Certification
New York	• Foreign LLC
North Dakota	• Foreign LLC
Ohio	• Foreign LLC

State	Registrations
Oregon	• Foreign LLC
Wisconsin	• Foreign LLC

C.3 Experience

C.3.1 Grant Management Experience

We have critical domain knowledge of successfully providing grant management services for Federal government agencies, municipalities, and non-profit organizations. The table below is a summary of our relevant contracts within the last five (5) years. It includes the client and contract name and grant program.

Table 4. Summary of Experience

Client/Contract Name	Grant Program
U.S. Housing and Urban Development, Office of Housing Counseling, Housing Counseling Grant Financial Quality Control Audits & Technical Assistance	• Comprehensive Housing Counseling Grant
Social Security Administration (SSA), Grants Management and Acquisition Support	• Workforce Incentives Planning & Assistance Program (WIPA) • Protection & Advocacy for Beneficiaries of Social Security (PABSS) • Social Security Disability Insurance Program (SSDI) • Supplemental Security Income (SSI) Program
Department of Interior, National Park Service (NPS), Grants Financial Assistance Support	• Historic Preservation Fund • State, Tribal, Local Grant Funds
Department of Energy, General Support Services	• Weatherization Assistance Program (WAP) • State Energy Program
Department of Health & Human Services, Administration for Children and Families	• Community Services Block Grant (CSBG) • Community Economic Development Planning Grants • Affordable Housing and Supportive Services
City of Columbus	• Community Development Block Grants (CDBG) • CDBG-CARES • Housing Opportunities for Persons With Aids (HOPWA) • Emergency Solutions Grant (ESG) • ESG-CARES • Emergency Rental Assistance Program (ERAP)
City of Appleton, WI, Grants Management Services	• Affordable Housing grants

Client/Contract Name	Grant Program
Missouri Department of Higher Education, WIOA Financial Monitoring (LWDs and subrecipients)	• Workforce Innovation and Opportunity Act (WIOA) Adult • WIOA Dislocated Worker • WIOA Youth • Non-Custodial Parent • Supplemental Nutrition Assistance Program (SNAP) • Childcare • Other Discretionary Grants
Mississippi Department of Employment Security (MDES), Programmatic and Financial Subrecipient Monitoring of WIOA and Other Federal Grants, (LWDs and Subrecipients)	• Workforce Innovation and Opportunity Act (WIOA) Adult • WIOA Dislocated Worker • WIOA Youth • Non-Custodial Parent • Supplemental Nutrition Assistance Program (SNAP) • Childcare • Other Discretionary Grants
Workforce Solutions Rural Capital Area (WFSRCA), WIOA Programmatic and Fiscal Monitoring (LWDs and subrecipients)	• Workforce Innovation and Opportunity Act (WIOA) Adult • WIOA Dislocated Worker • WIOA Youth • Non-Custodial Parent • Temporary Assistance to Needy Families (TANF) Choices • Supplemental Nutrition Assistance Program (SNAP) • Trade Adjustment Assistance • H-1B Rural Healthcare Initiative • Other Discretionary Grants
Workforce Solutions Borderplex, WIOA Programmatic and Fiscal Monitoring, (LWDs and subrecipients)	• Workforce Innovation and Opportunity Act (WIOA) Adult • WIOA Dislocated Worker • WIOA Youth • Non-Custodial Parent • Temporary Assistance to Needy Families (TANF) Choices • Supplemental Nutrition Assistance Program (SNAP)
Southeast Michigan Community Alliance (SEMCA) WIN Financial Monitoring (LWDs and subrecipients)	• Workforce Employment and Training grants • Workforce Innovative and Opportunity Act (WIOA) Adult • Temporary Assistance to Needy Families (TANF) Choices • Supplemental Nutrition Assistance Program (SNAP)

Client/Contract Name	Grant Program
Texas Department of Community Affairs, Technical Assistance & Training	• Community Services Block Grant (CSBG), • WIOA • Weatherization Assistance Program (WAP) • Low Income Home Energy Program (LIHEAP) • Emergency Solutions Grant (ESG)

For our Federal clients, we conduct cradle-to-grave grant management services — from pre-award to grant closeout for local and state agencies, non-profits, and tribal organizations. For pre-awards, we review applications and grant execution packages, conduct financial capability assessments, perform financial management system reviews, and recommend the approval or rejection of applications and grant management. For post-award, we conduct onsite financial audit/reviews of grantees throughout the United States to evaluate and assess their level of compliance with 2 CFR Part 200, administrative and programmatic requirements and perform grant closeout. For HUD/OHC, NPS, and SSA our services include developing the assessment procedures for performing financial and accounting system reviews, developing onsite assessment questionnaires, assessment tools, and providing a standard site visit confirmation letter and a checklist. We conduct interviews and meetings with OHC, NPS, and SSA staff to gather information on program policies and structure to develop an understanding of financial requirements of local and State agencies and tribal and non-profit organizations.

For **HUD-OHC**, we developed the financial and programmatic monitoring/review procedures referred to as a "Financial and Administrative Review (FAR)" used to determine compliance with the HUD grant and Federal regulations including 2 CFR Part 200. We used attestation standards to assess approximately 400 subrecipients that received various housing-related grants. Subrecipients included non-profit organizations, state and local agencies, and tribal organizations. As a part of determing the types of compliance activity (i.e. desk review, full-scope review, etc.), we developed a risk-based approach to determining the nature, timing and extent of oversight and monitoring/review. We established risk factors and risk categories (low, medium, high) and scored each grant recipient and subrecipeint based on agreed upon risk factors. We created a three-year database, in Excel, of critical grant data including award amount, prior audit findings, single audit findings, number of eligible entities or subrecipients, amount reimbursed (captured), and review findings, to compute the risk scores based upon the agreed upon risk factors. For those recipients that had a low risk score, they received a desk review; medium risk score, a limited scope review; and high-risk score, a full review. We developed different procedures for each type of review. We performed approximately 148 desk, limited and full assessment reviews annually based on the risk-based approach.

For **NeighborWorks**, we performed 186 financial and programmatic reviews annually, 92 onsite and 94 remote, within a 4-month time period. We conducted financial and programmatic reviews, evaluations of internal controls, reviews of project accounting, financial capability assessments, training, technical assistance, grant execution reviews, budget analysis, procurement system reviews, reviews of their Conflicts of Interest Plans, and other audit and miscellaneous financial services for its National Foreclosure Mitigation and Project Reinvest grant recipients which consisted of housing counseling agencies. All reviews were to determine the subrecipients compliance with 2 CFR Part 200, agreement terms, and other applicable regulations.

We conducted various assessments of the agencies, from internal control and compliance with Uniform Guidance, to financial management system assessments, etc. Based on the assessment, we recommend corrective actions consisting of, but not limited to, performing additional agreed upon procedures, performing a financial and administrative review, providing technical assistance, and/or training. Recommendations are subject to HUD/OHC and NPS acceptance. Our company received agency recognition from HUD for assisting in developing a risk-based performance rating system to determine awards, award amounts, and the nature, timing, and extent of oversight and monitoring/review.

We are currently providing fiscal and programmatic monitoring for subrecipients of awards from the Department of Labor (DOL) *Workforce Innovation and Opportunity Act (WIOA) and Employment & Training (WIN) grants and the U.S. Department of Agriculture (USDA)* including the following grant programs:

- Workforce Innovation and Opportunity Act (WIOA) Adult
- WIOA Dislocated Worker
- WIOA Youth
- Non-Custodial Parent
- Supplemental Nutrition Assistance Program (SNAP)
- Childcare
- Other Discretionary Grants

We are also performing programmatic monitoring for grant subrecipients for the Senior Community Service Employment Program (SCSEP); Mississippi Apprenticeship USA (MAP); Governor's Grant; Adult Education and Literacy Programs; Employment Service Programs; CARES Act and American Rescue Plan (ARP); and Opioid Grant.

C.3.2 ARPA Experience

We have created the ARPA Team consisting of BMC managers, auditors, analysts, and grants specialists, who have been specially trained to provide ARPA grants management and monitoring services. This team is currently working on the contracts discussed below.

For all the above 14 contracts, we are currently providing cradle-to-grave ARPA grants management services — including development of Notice of Funding Opportunities, process of grant applications including evaluation and post-award, preparation of beneficiary/subrecipient/contracts, and other similar agreements, subrecipient award reporting requirements, performing eligibility determination and risk assessments of proposed projects for compliance with the Treasury guidelines criteria, developing related policies and procedures, developing process and reviewing cost reimbursement requests from subrecipients, developing the subrecipient monitoring program and performing subrecipient monitoring of ARPA funds received, ongoing guidance and consultation to client personnel, technical assistance and training to subrecipients, and assistance with tracking expenditures and reporting to the Treasury.

We are providing financial and programmatic monitoring, technical assistance, and training for subrecipients that received ARPA funds. This includes performing risk assessments, developing, and implementing a programmatic and final monitoring plan, providing technical assistance to ensure compliance with the Uniform Guidance, ARPA, and other related regulations, and providing training to subrecipients and the City of Columbus team as needed.

We are also providing the following services:

- Development of project descriptions — including performing project risk assessments, scorecards, budgets, and procurement plans for internal projects.

- Strategic planning and development of ARPA budgets — including the revenue loss computations, infrastructure projects, community outreach.

- Preparation of the required quarterly (and/or annual) reporting.

- Development of core documents in compliance with the Uniform Guidance — including subrecipient agreements, subcontracts, risk assessments, financial and performance report templates and toolkits, budget formats, and a tool to determine eligible activity.

- The team has developed policies and procedures in the areas of procurement, internal controls, subrecipient monitoring, cost principles (i.e., determining allowability of submitted request for reimbursement), and grant-related accounting.

- Development of Notice of Funding Opportunities and managing the grant application process from intake to evaluation for awards

- Responding to internal and external inquiries.

- Providing training and technical assistance to clients and subrecipients.

- Serving as a liaison to clients with the Federal government, subrecipients and the public.

C.3.3 Grants Experience in a National Emergency Climate

We also have prior experience with emergency and disaster recovery grants such as the CRF and SLFRF. Between December 30, 2005, and June 15, 2006, the HUD Office of Community Planning and Development (CPD) was appropriated $16.7 billion in CDBG-DR Supplemental Funding for award to the Gulf Coast States. The funds were allocated to the region for recovery from unprecedented damage caused by Hurricane Katrina in September 2005. HUD-CPD was charged by Congress with the responsibility for compliance oversight of the grant activities, and to minimize the potential for risk of fraud, waste, and mismanagement.

As subcontractor to Deloitte and Touché, our team of accountants and analysts provided advisory and assistance services for oversight of the control and delivery of Road Home funding, (i.e., housing related funds, for the States of Louisiana and Mississippi). The $16.7 billion in grant funding associated with The Road Home is one of the largest programs ever funded. Our team provided design and assessment of effective systems of internal control for all aspects of Federal grants management, the CPDG program, and the types of activities proposed for funding under each state's disaster recovery program, including the planning and execution of various real estate transactions and both large and small-scale community development efforts.

Working onsite with Deloitte, we had five (5) analysts/accountants in Louisiana and three (3) in Mississippi for two (2) years. We obtained in-depth knowledge of the CDBG-DR program, regulations, Action Plans and more importantly some of the problem areas that negatively impacted both states. We will transfer our knowledge of those lessons learned and best practices to this engagement. Ms. Booth, the Principal, was the Project Manager on the contract working closely with the onsite team ensuring transference of the knowledge from that engagement. The collective team was so successful that we were awarded a contract to perform forensic accounting of Miami Dade Housing and their administration of a HOPE VI grant to build various facilities. Both projects were high-profile subject to significant public scrutiny, especially the Miami Dade project where ultimately it was determined that the HOPE VI grant funding was mismanaged.

C.4 Key Personnel

Our grants management team consists of two (2) distinctive teams, the Grants Management Team, and the Oversight & Monitoring Team. We established the two (2) teams to ensure objectivity and independence on the project with different staff working each team as depicted in the figure below:

Grants Management Team
Team Lead: Grants Manager
Team Members: Senior and Staff Grants Specialists

- Pre-award, NOFOs and grant applications, award and execution, on-going monitoring
- Review of quarterly financial and performance metrics
- Training
- Technical Assistance
- Grant Closeout

Grants Monitoring Team
Team Lead: Audit Manager
Team Members: Senior and Staff Auditors

- Desk, Limited Scope, Full-Scope Reviews
- Indirect rate reviews of subrecipients
- Monitoring Training (internal/external)

Figure 1. BMC ARPA Teams

The Grants Management Team is generally the most active during the first phase of the contract performing the grant planning and management services. They then hand off the subrecipient monitoring to the Oversight & Monitoring Team once the subrecipients are fully onboard and have begun their grant program. We call this the "Handoff." The figure below depicts what should occur during the handoff.

MANAGEMENT

- **INITIAL MEETING**
  - Initial meeting to transition to monitoring
- **DOCUMENT/INFORMATION EXCHANGE**
  - Subrecipient Agreements
  - Quarterly Reports (financial/performance)
  - Highly sensitive areas - memo
  - Budget vs. Actual
  - Requests for Reimbursement
  - Single Audits
  - Prior Monitoring
  - Contact information (shared Tracker)
  - Shared File (One Drive)

MONITORING

- **RISK ASSESSMENT**
- **MONITORING PLAN**
  - Desk Review
  - Limited Scope
  - Full Scope
- **MONITORING SCHEDULE**
- **REPORTING**
- **CORRECTIVE ACTION PLAN**
- **TRANING**

Figure 2. ARPA Team Handoff

C.4.1 Organizational Chart

The organizational chart below details our proposed team consisting of the following:

The ***Project Management Team*** (hereinafter referred to as the "***PM Team***") representing full-time BMC non- billable employees included as G&A in proposed fully burdened rates that will support the contract.

The ***Project Team*** consists of a highly qualified, multi-disciplined team led by our firm's experienced management team.

Robin Booth, CPA
Principal
Petergay Brown, CPA
Senior Manager

Project Management Team (PM Team)

Project Team

Shakina Rawlings Operations Manager

Tracia Young HR Manager

Tashae Swan Accounting Manager

Robin Booth, CPA Program Manager

Summaria Kirkpatrick Project Coordinator

Kyla Cullinane Project Writer

General Administration

Compliance Monitoring

Reporting

Closeout

Overall Project Management

Gladys Vazquez Grants Manager Grants Specialists

Vonyette Grant Senior Manager Auditors

Gladys Vasquez Grants Manager Grants Specialists

Gladys Vasquez Grants Manager Grants Specialists

Robin Booth, CPA Program Manager Entire Team

Figure 3. Project Team Organizational Chart

C.4.2 Staffing Skills Matrix

Below is the PM Team staffing skills matrix demonstrating their role, responsibilities, education, and experience.

Table 5: PM Team Skills Matrix

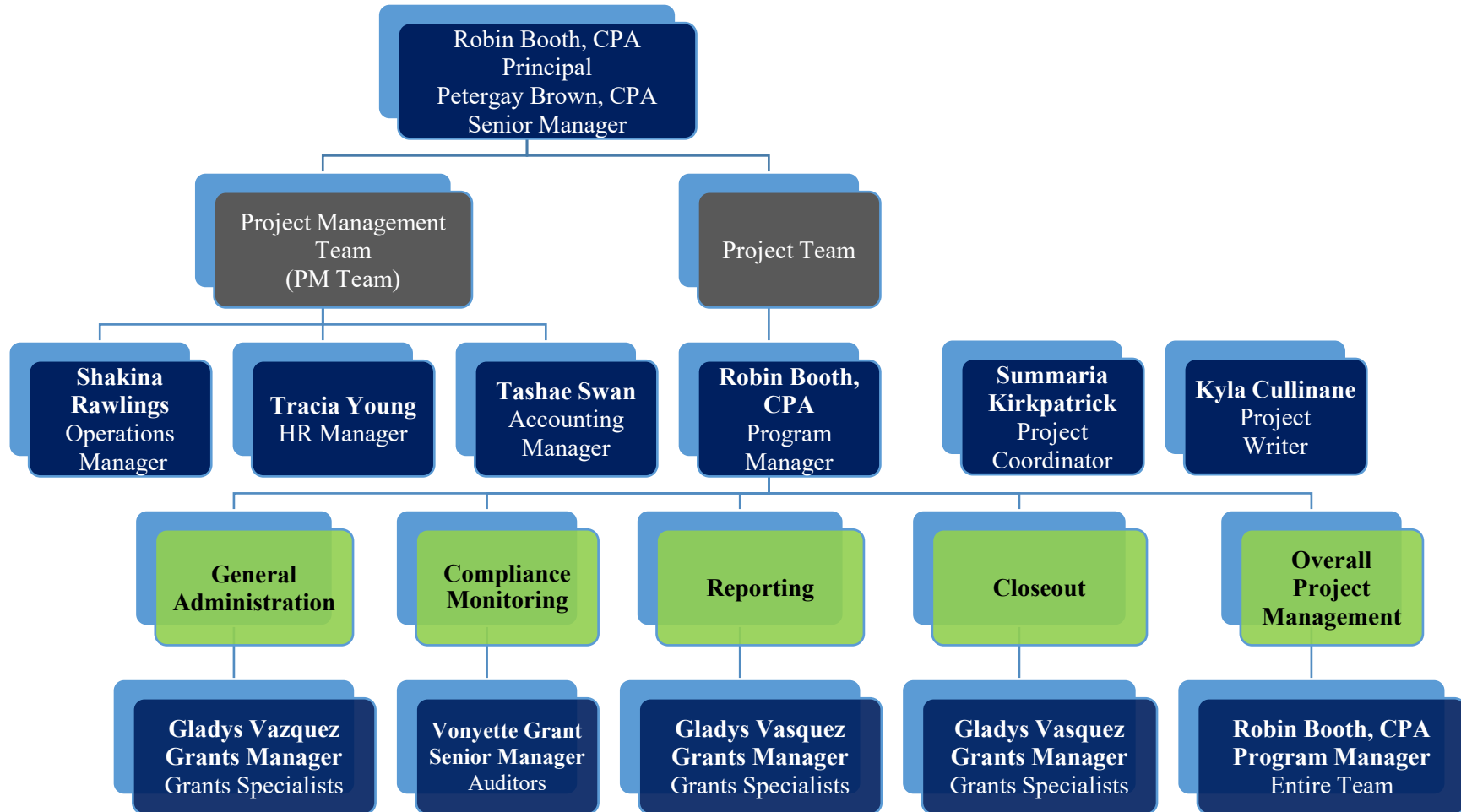| Name/Role	Responsibility/Communication	Education and Experience
Shakina Rawlings Senior Operations Manager	Key point of contact for performance issues. Responsible for contract management, systems, and overall company operations. Works closely with project teams to ensure contract compliance, engagement management, and adequate resources.	BS Business - 8 years of project management and operations experience, 3 yrs. of contract management experience
Tracia Young Human Resource Director	Responsible for all the oversight of HR activities working closely with the Senior Manager and Operations Manager to ensure task orders are properly staffed. Responsibilities include developing compensation packages, ensuring compliance Federal, State, and local employment laws, and all other HR services.	10 yrs. Human Resources experience with multiple Federal government agencies
Tashae Swan, CPA, MBA Accounting Manager	Internal accountant overseeing fiscal tracking and oversight, timekeeping, payroll processing, accounts receivable and payable, job costings, and all other company accounting functions. Works closely with the Principal and Senior Operations Manager.	10+ years of corporate accounting experience as an Accounting Manager at multiple companies of equal or larger size.

The following is the Project Team skills matrix for Key personnel only detailing the name, labor category, roles and responsibilities, and their relevant contract experience discussed in Section C.1.2 ARPA Experience. We also show the level of effort on other projects as of the submission of this proposal.

Table 6: Project Staff Skill Matrix.

Name/Title	Qualifications	Relevant Contracts	Workload Availability
PROJECT MANAGEMENT (ALL TASKS)			
Robin Booth CPA, CFE Program Manager	• BS Accounting – CPA, CFE, CIA • 30+ years general audit, OMB • 30+ years managing large projects. • 20+ years grant monitoring/auditing, technical assistance, and training	ALL	65%
Kyla Cullinane Project Editor/Technical Writer	• BA/MFA, 5+ years technical writing for Federal and State program management	ALL	60%
Summaria Kirkpatrick Project Coordinator	• BS in General Studies • 4 years of project coordination experience	ALL	50%
GRANTS MANAGEMENT TEAM			
Gladys Vazquez Grants Manager	• BA Business Administration, MBA	ALL	40%

Name/Title	Qualifications	Relevant Contracts	Workload Availability
	• 15+ years of contract and grants management • 6 years grants monitoring experience		
Stanley Gordon **Senior Grants Specialist**	• BS Business Administration, MBA • 20+ years of grants of Federal, State, and local grants management	ALL	60%
LaAndra Jones **Senior Grants Specialist**	• MA, BS, Business • 10+ years Federal grants management experience • 5+ years non-profit grants management experience	ALL	60%
OVERSIGHT & MONITORING TEAM			
Vonyette Grant **Senior Manager**	• MBA • 10 years of compliance auditing experience • 6 years grants monitoring experience	ALL	40%
Hayward Coe, CPA **Senior Auditor**	• CPA • BS Accounting • 10+ years of grants management	ALL	60%

As evidenced by the level of effort on other projects, the proposed team is immediately available to work on this project. However, if additional staff is required, we identify our capacity to add additional existing staff in Tab C.4.4 Bench Capacity.

C.4.3 Team Roles & Responsibilities

The table below outlines the roles/responsibilities on the project by labor category.

Table 7. Team Roles & Reasonsibilities

Labor Category	Role/Responsibilities
ASSIGNED TO ALL SERVICE AREAS	
Robin Booth, CPA, **Program Manager**	POC for contract issues, review Project Plan and other planning documents. Review, approve, and monitor the Quality Control Plan. Review tracking and monthly status reports. Participate in industry webinars and training on relevant grant programs. Work with the Managers to respond to task orders, assign tasks, and provide technical guidance. Responsible for subcontractor management. Participate in client meetings, conduct training, as required, respond to third party inquiries, and closely monitor Problem Resolution Log ensuring timely resolutions of issues. The Senior Manager is the alternate if the Program Manager is not available.
Kyla Cullinane **Project Writer**	Technical editing of reports, ensure documents are Section 508 compliant, prepare training materials, assist with document development.
Summaria Kirkpatrick **Project Coordinator**	Works closely with Program Manager, Grants Manager, and Senior Manager to track monitoring activities, coordinate City and subrecipient's access to document repository, sends notifications letters, maintains tracking reports, maintains the project management system, participate in internal meetings, and provide administrative support to the team.
GRANTS MANAGEMENT TEAM	

Labor Category	Role/Responsibilities
Gladys Vazquez **Grants Manager**	Will be the Manager of the Grants Management Team executing the task orders assigned for the services to be provided as defined in the solicitation. Will assign and review tasks performed by all team members. As evidenced by the skills matrix and her extensive grants experience detailed in her resume in, Ms. Vazquez has extensive grants experience. She also performs compliance monitoring for various grants which will be leveraged to assist the team, as necessary. Prepares response to task orders, assigned tasks to team, ensures execution of the grants management tasks in the Work Plan, compliance with the Quality Control Plan, and monitor the project management system to ensure timely completion of accounting and auditing deliverables. Assigns work to the grant's specialists working in the applicable areas.
Stanley Gordon **LaAndra Jones** **Senior Grants Specialists**	Reports directly to the Grants Manager, executes assigned tasks consistent with the approved task order work plan. Participates in status meetings and calls with subrecipient. Plans and executes cradle-to-grave tasks from development of NOFOs to grant closeout.
Aesha Minter **Derek Mitchell** **Grants Specialists**	Reports directly to the Senior Grants Specialists with 5+ years each of Federal grants management experience on the team. The Grants Manager will assign tasks such as review of projects/applications, processing applications, performing risk assessments, preparation of subrecipient agreements, review of requests for reimbursements, etc.
OVERSIGHT & MONITORING TEAM	
Vonyette Grant **Senior Manager**	Responsible for the supervision and overall engagement of the Auditors and Analysts on the Oversight & Monitoring Team. Prepares response to task orders, assigned tasks to team, ensures execution of the accounting/auditing tasks in the Work Plan, compliance with the Quality Control Plan, and monitor the project management system to ensure timely completion of accounting and auditing deliverables. For accounting and auditing tasks, provides technical guidance, and review 100% of workpapers, draft and final reports. Participate in status meetings, complete the auditing and accounting sections of the monthly status report, and review the tracking report maintained by the Project Coordinator. Assigns work to the auditors/analysts and subcontractors working in the applicable areas.
Hayward Coe, CPA **Senior Auditor**	Lead in this area reporting directly to the Senior Manager. Performs the financial, accounting management, auditing, and reporting. Prepares analysis, reconciliations, workpapers, schedules, and the initial draft of reports. Responsible for compliance monitoring. Communicate with the subrecipients to perform the monitoring procedures. Ensures compliance with the Project Plan and Quality Control Plan.
Tasha Price **Corey Britt** **Auditors**	Reports directly to the Senior Auditor, executes procedures reporting requirements, reconciliations, analysis, and monitoring workplan Performs reconciliations, analysis, documentation reviews. Identify potential deficiencies and communicate them to the Senior Auditor. Participate in status meetings and calls with subrecipient.

C.4.4 Bench Capacity

The table below summarizes our bench capacity to provide additional staff to address work fluctuations and staff turnover.

Table 8. Bench Capacity Requirements.

Labor Category	BMC Staff Available	Education	Experience
Managers	4	BS in Accounting or related field, CPA required. and other certifications preferred (i.e., CIA, CFE, CGGM)	Minimum of 10 yrs. of grants management/monitoring, 4 years of project management

Labor Category	BMC Staff Available	Education	Experience
Senior Auditors	6	BS in Accounting or related field, MBA, CPA, and other certifications preferred (i.e., CIA, CFE, CGGM)	Minimum of 6 yrs. of grants oversight & monitoring, 2 years supervisory
Auditors	11	BS in Accounting, CPA candidate required	Minimum of 1-4 yrs. of grants auditing or monitoring experience
Senior Grants Specialists	5	BS in Accounting or related field, MBA	Minimum of 6 yrs. of grants management, 2 years supervisory
Grants Specialists	2	BS in Accounting, CPA candidate required	Minimum of 1-4 yrs. of grants management experience
Project Coordinators	2	Degree in related field	4 yrs. of project coordination experience, 2 yrs. of grants management coordination

C.5 Pending or Past Litigation

Our company has NO judgments or pending lawsuits or actions; adverse contract actions, including termination(s), suspension, imposition of penalties, or other actions relating to failure to perform or deficiencies in fulfilling contractual obligations.

C.6 Claims

Our company has NO "claims," defined as sums of money in dispute in excess of 5%. of the Respondent's fee for the services provided. If none, so state.

TAB D. TECHNICAL APPROACH

D.1 Services To Be Provided

We can provide the services indicated in Section 5.0 Scope of Work in the solicitation and listed below.

Grants Management Overarching Activities
- Grant and Program Administration
- Development of Funding Agency Required Documents. Includes:
  - Subrecipient Agreement development, review and coordination
  - Annual Action Plans
  - Multi-Year Consolidation Plans
  - Memoranda of Understanding
  - Evaluation Reports
- Implementation of Programmatic Activities
- Data Collection
- Performance Reporting
- Program Evaluation Planning
- Program and File Internal Reviews
- Subrecipient Monitoring

See Tab D.4.1 for our approach to providing these services.

B. Typical tasks required for this consultancy are outlined below:
- Develop Request for Application (RFA)
- Workflow for grant submission approval
- Grants.gov interpretation
- Grant application writing and submission
- Business process automation and activity review and tracking
- Receive, complete, and process grant application forms and data
- Panel review scorecard
- Track/Monitor eligibility, application, and award status
- Create award documents
- Track and record budgetary revisions
- Financial oversight through financial system integration
- Grants management accounting review and recommendations
- Grant audit review and recommendations
- Activity and task tracking
- Grant closeout checklist tracking

See Tab D.4.2 for our approach to providing these services.

D.2. Task Order Management

Our approach to Task Order (TO) Management integrates effective program management with periodic performance checks of key milestones. For orders placed under this cooperative agreement, we will use the following approach.

Receipt of Call Order: By the due date indicated in the Call order, BMC will review the Call order and the accompanying documents, if applicable, and, consistent with the instructions, prepare the necessary technical and price quote ensuring we are using the approved Co-op rates. If allowable and necessary, BMC may submit questions for clarification.

Task Order Award: By the defined due date, we will review, if necessary, request clarification, and sign the awarded task order. We will arrange a project kick off call, identify the BMC project team, identify the client POCs, and begin the document exchange process.

Internally, we will establish the new task order in our accounting/job costing system (eFAACT), establish a workspace in our project management system (RedBooth), create a channel in Teams for document sharing, and coordinate access for the client, once the team is approved by the client, authorize those team members to charge time in our Timekeeping system, provide team contact information, complete the Certificate of Conflict of Interest and Non-Disclosure Agreement, and any NSF required security forms.

Task Order Execution: The actual task order execution is discussed, for each task, in Tab D.4 Approach to Performing Services. We will closely monitor cost and performance throughout the period of performance of the Co-op through status reports, status calls, analysis of actual vs. budgeted hours and costs, and timely completion of milestones and deliverables.

Task Order Closeout: Upon the client's acceptance of all deliverables, we will confirm with the CO and COR that the task is closed out and schedule for the Call Order Evaluation completion. Once the client completes the Call Order Evaluation and we sign and execute, we will close out the task order

in our accounting, job costing, timekeeping, and project management systems. We will verify that the client retains access to our electronic workpaper system until the end of the period of performance for the entire contract.

D.3 Tools & Systems

Our plan capitalizes on the use of technology to maintain continuous communications — specifically email, internet or cloud-based project management, HRIS, timekeeping, accounting, and database management systems, remote meeting tools that include conferencing, webinars, desktop sharing, Skype, and a 24/7 toll free number. At the post award/kick-off meeting we will review each project tools and systems, discuss access to the document repository (i.e., obtaining usernames and passwords, links to get to various systems, etc.), and the purpose/use for each of the systems discussed in the following figure.
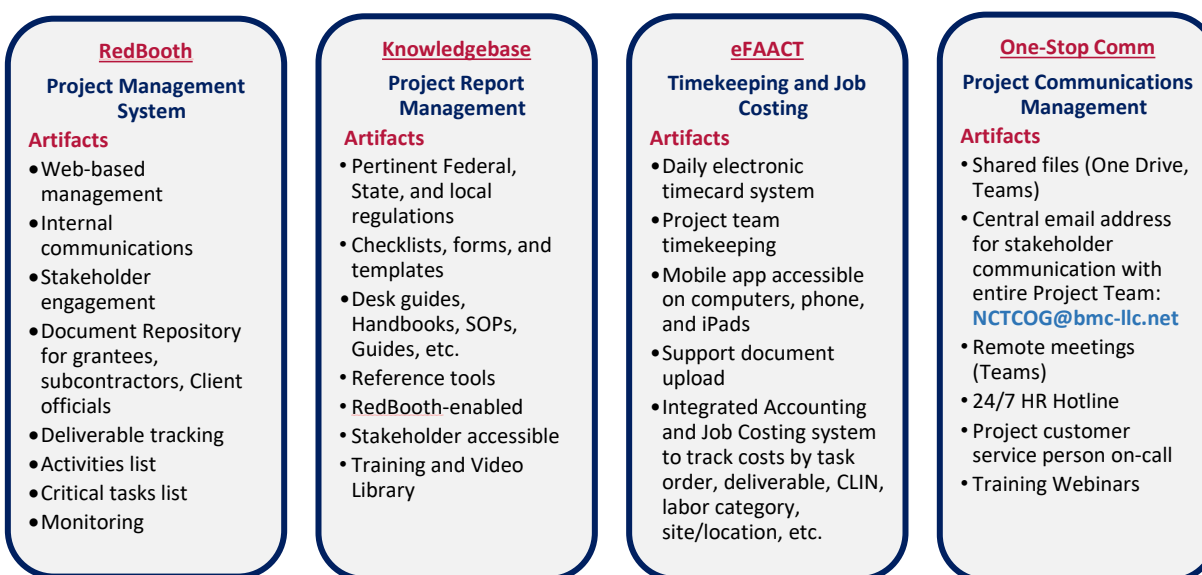
RedBooth	**Knowledgebase**	**eFAACT**	**One-Stop Comm**
Project Management System	**Project Report Management**	**Timekeeping and Job Costing**	**Project Communications Management**
Artifacts	**Artifacts**	**Artifacts**	**Artifacts**
• Web-based management • Internal communications • Stakeholder engagement • Document Repository for grantees, subcontractors, Client officials • Deliverable tracking • Activities list • Critical tasks list • Monitoring	• Pertinent Federal, State, and local regulations • Checklists, forms, and templates • Desk guides, Handbooks, SOPs, Guides, etc. • Reference tools • RedBooth-enabled • Stakeholder accessible • Training and Video Library	• Daily electronic timecard system • Project team timekeeping • Mobile app accessible on computers, phone, and iPads • Support document upload • Integrated Accounting and Job Costing system to track costs by task order, deliverable, CLIN, labor category, site/location, etc.	• Shared files (One Drive, Teams) • Central email address for stakeholder communication with entire Project Team: NCTCOG@bmc-llc.net • Remote meetings (Teams) • 24/7 HR Hotline • Project customer service person on-call • Training Webinars

Figure 3. Project Tools & Systems.

Project Management and Document Repository System (RedBooth): We will use our web-based project management system, RedBooth, to track deliverables, critical task lists, staff assignments, milestones, and due dates. Client stakeholders and all BMC Team members will be provided a username and password in RedBooth and given access to the client workspaces. RedBooth is also a document repository. The client will be given access to a contract administration workspace to review the master schedule, critical task list, milestones, due dates, and staff assignments. The client will also be able to upload documents in this workspace.

In RedBooth we will maintain the staffing plan, key tasks and sub-tasks, deliverables, and key milestones with an associated time-phased schedule required for the Work Plan. The BMC team will update the critical task list and milestones in RedBooth daily, adding comments and notes where necessary. RedBooth has a chat room for immediate communications when users are logged in. We have used RedBooth with other State agencies and the users can access the application at Government facilities with no security limitations. We will train designated client personnel on how to access and use the RedBooth platform. The client will have access to the workspace providing real time information on the status of all audits. This report will also be a part of the monthly status report for

the Work Plan.

Document Repository: The subrecipient/beneficiaries will be given access to RedBooth to upload documents. RedBooth emails a link to the email recipient that will allow them to set up a username and password to access the repository. Each RedBooth link is unique to that specific email recipient. If the link is forwarded to another email address, it will not allow access to the system. Accordingly, we can generate an email link for as many individuals that need to access the subrecipient/beneficiaries' workspace. We will also provide access to the monitoring team members assigned to that subrecipient/beneficiary and the client to download the documents once they are available. Only assigned individuals will have access to the subrecipient/beneficiary workspace. The workspace is available to the subrecipient/beneficiary throughout the monitoring process and allows them to upload large files and confidential documentation without size or security system limitations.

Shared Files: We have access to multiple shared file platforms, including Shared Drive and Teams, to allow clients real-time access to critical files and data including the following:

1. Tracking reports that provide the status of assignments.
2. Client files
3. Applications and other documentation

We can provide the client with links to have access to files as we work on them. Moreover, this allows an easy transfer of files to the client as needed.

Knowledgebase: We will develop a knowledgebase of all pertinent regulations, work programs, and reports for subrecipient/beneficiaries monitoring. At a minimum, the knowledgebase will consist of; 1) the applicable State regulations, relevant guidance, and regulations, ARPA, and CARES Act, subrecipient/beneficiaries grant agreement, Generally Accepted Government Accounting Standards (GAGAS), and other regulatory guidance; 2) the monitoring program including a report template; 3) various templates; 4) lessons learned and best practices and 5) common questioned costs. It will also include program related communications, alerts, or publications from the client applicable to subrecipients/beneficiaries financial audits, professional alerts from regulatory cites specific to subrecipients/beneficiaries, and reference tools. The Knowledgebase is in RedBooth as a separate folder in the contract administration workspace, allowing the client and the entire BMC team access to the pertinent information.

Web Based Library: In RedBooth we will upload all training materials, recorded training sessions, and training schedules, in a folder named "Library" in the dedicated client workspace. Assigned users and the client will have access to the Library.

Web Based Message Board: There will be a Message Board where we will post relevant articles and other informative technical information. When a message is posted to the Message Board, the users will receive an email indicating the topic and what was posted. In addition, they will receive an email when new documents are uploaded in the Library. Access to the workspace will be enabled throughout the entire period of performance.

Web Based HRIS System: Our company uses Bamboo as our Human Resource Information System (HRIS). This web-based system ensures that employees at all geographical locations have access to key human resource information such as payroll, benefits, Paid Time Off (PTO), evaluations, assessments, and company news — facilitating HR activities and processes electronically. Employees can upload and print HR and payroll related forms directly in the system

for processing. BMC Forms, employee handbook, policies and procedures, and other employment related documents are housed in Bamboo to allow employees easy and immediate access from all locations.

Web-Based Accounting/Job Costing System (eFAACT): Our company uses the eFAACT Timekeeping, Expense Reporting, and Job Costing system (a web-based electronic timekeeping and job costing system) that integrates our general ledger system (QuickBooks) with standard policies and procedures. It includes a robust contracts management module to track cost by contract, contract order, Contract Line-Item Numbers (CLINs), and any sub-CLINs. eFAACT delivers a total solution, seamlessly integrating with our accounting system and generating reports according to Government and contract specific rules. For the electronic timekeeping system, individuals (employees, consultants, and subcontractors) enter their timecards daily, logging onto the internet-based system using a username and password and charge time to authorized work orders including contracts, contract orders, work orders, subrecipient/beneficiaries' assignments, CLINS and similar charging methods unquietly designed to be consistent with how funding on State Government contracts are obligated. Although this is a firm-fixed priced contract, we will track the time by each subrecipient/beneficiary.

Electronic Workpapers (CaseWare): All workpapers for the monitoring will be maintained in our integrated electronic workpaper software, (CaseWare). CaseWare is a highly flexible engagement software for electronic workpapers. Engagements are planned, performed, and reviewed entirely on screen, eliminating paper. We will provide the client with access to CaseWare and a zipped file of all workpapers at the completion of the monitoring.

Email: Establish an NCTCOG@bmc-llc.net central email address to communicate with the entire BMC team simultaneously. This allows the client and any of its personnel to communicate with the entire team when needed, although we will provide an individual email address for each team member.

24/7 Toll Free Access: We have a 1-800 customer service number that will have a live person answer calls 24 hours a day, 7 days a week. During normal business hours, the calls will be answered by our office. After hours calls will be answered by a live answering service with emails sent to the NCTCOG@bmc-llc.net so that all team members are aware of the question.

<div style="background-color:#A6192E;color:white;text-align:center;">D.4 Approach to Performing Services</div>

The figure below provides a high-level summary of our approach to providing the services indicated in the solicitation.
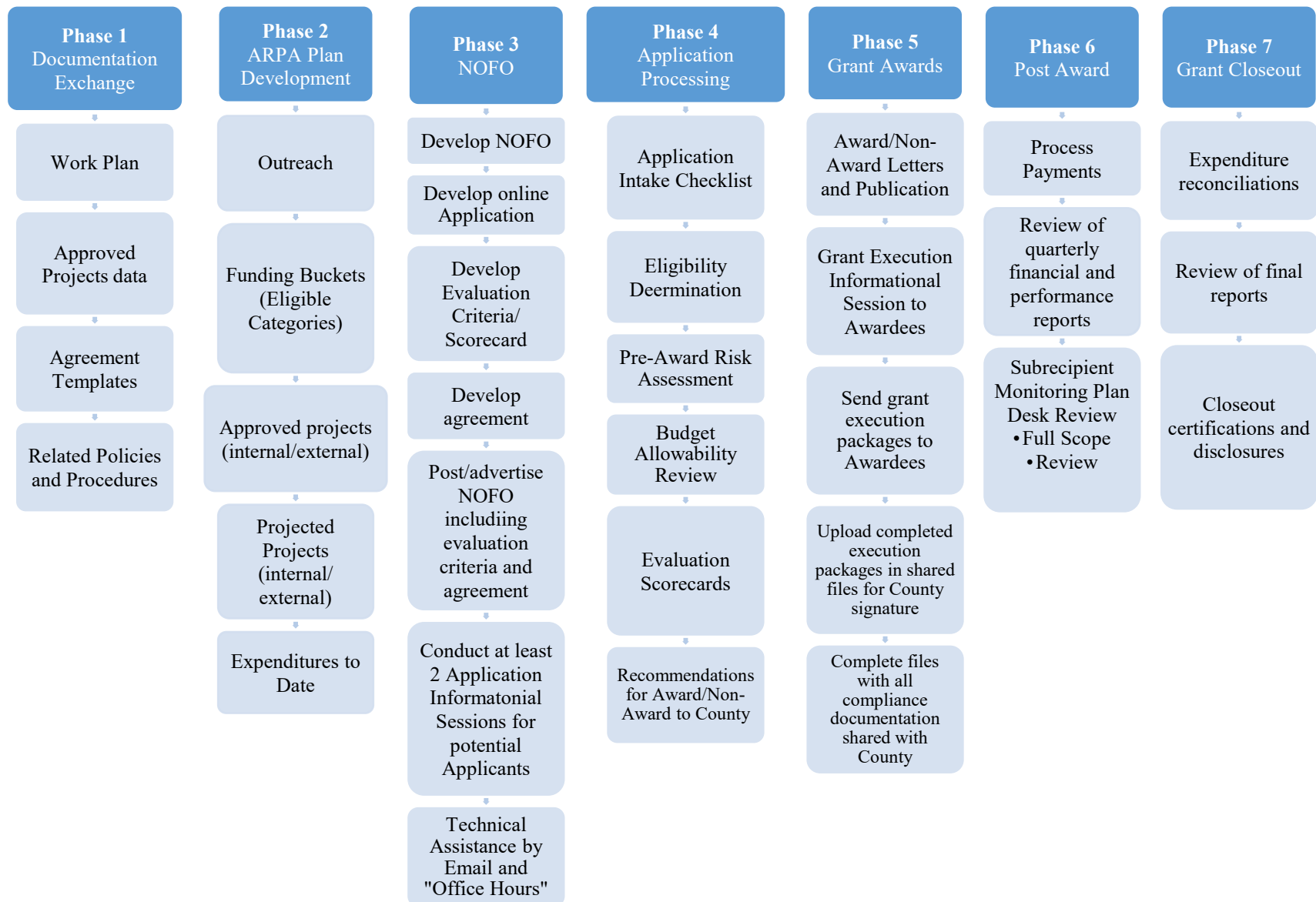
Phase 1 Documentation Exchange	Phase 2 ARPA Plan Development	Phase 3 NOFO	Phase 4 Application Processing	Phase 5 Grant Awards	Phase 6 Post Award	Phase 7 Grant Closeout
Work Plan	Outreach	Develop NOFO	Application Intake Checklist	Award/Non-Award Letters and Publication	Process Payments	Expenditure reconciliations
Approved Projects data	Funding Buckets (Eligible Categories)	Develop online Application	Eligibility Deermination	Grant Execution Informational Session to Awardees	Review of quarterly financial and performance reports	Review of final reports
Agreement Templates	Approved projects (internal/external)	Develop Evaluation Criteria/ Scorecard	Pre-Award Risk Assessment	Send grant execution packages to Awardees	Subrecipient Monitoring Plan Desk Review •Full Scope •Review	Closeout certifications and disclosures
Related Policies and Procedures	Projected Projects (internal/ external)	Develop agreement	Budget Allowability Review	Upload completed execution packages in shared files for County signature		
	Expenditures to Date	Post/advertise NOFO includiing evaluation criteria and agreement	Evaluation Scorecards	Complete files with all compliance documentation shared with County		
		Conduct at least 2 Application Informatonial Sessions for potential Applicants	Recommendations for Award/Non-Award to County			
		Technical Assistance by Email and "Office Hours"				

Figure 54. Summary of Approach.

D.4.1 Grants Management & Overarching

In the table below we summarize some of the services we can provide in the areas of:
- General Administration
- Compliance Monitoring
- Closeout
- Overall Project Coordination and Communication

In the table below we summarize the services we have or are currently providing in each of the service areas detailed in the RFP. This list is not meant to be all inclusive but representative of the services we can provide.

Table 97. Summary of Grant Services.

Summary of Approach	Deliverable (s)
GENERAL ADMINISTRATION	
Review the proposed Projects and perform a project risk assessment relative to the Project's compliance with grant requirements and the Uniform Guidance. The risk assessments will include reviewing the Project description and justification and determining the appropriate use of funds categories; for ARPA mapping the Project to an eligible ARPA category, compliance framework (source), and Treasury reference; determining the risk category (low, medium, high) based on agreed risk definitions; confirming the budgeted spending by project and determining the spending by risk category. Obtain a copy of the Project Proposal/Application for approved and anticipated projects. Review the descriptions to ensure they are comprehensive, includes a justification, falls within the grant eligibility criteria, and have sufficient information as provided in the Federal Regulations. In addition, we will maintain electronic files in Teams (SharePoint) AIRRS includes a module to evaluate approved projects based on the performance metrics and reporting standards approved for each project.	• Project Development • Project Risk Assessment • Project File Maintenance
We will review the proposed and/or approved budget and assist the Client in full implementation. On existing contracts, we have recommended that Clients allocate a pool of funds to be awarded to not-for-profit organizations, small businesses, and other eligible non-public entities through a NOFO and subsequent grant award process. We recommended the types of grants awards based on the eligible criteria in the ARPA and worked with the agencies to do a community-based needs assessment to ensure the ARPA grants are most impactful to the community.	• ARPA Analysis and Recommendations
We will assist in the development of performance metrics that comply with the regulations. This includes prioritizing and organizing by eligible activity and the corresponding expenditure category. Based on the eligible activity and expenditure category, we will work with subrecipients and internal departments to develop performance metrics that comply with the regulations. This includes reviewing the project descriptions and all available documentation to obtain an understanding of the project, communicating with the subrecipient/internal department to discuss performance metrics, documenting the performance metrics, and incorporating them in the subrecipient agreements.	• Performance Metrics
We provide a range of deliverables for this service: • We will leverage existing grant application intake, review, and recommendation for award processes that we are utilizing for other agencies. This includes verifying with the Client how applications will be accepted (i.e., on an existing platform with the Client, directly to BMC's platform, etc.), evaluation criteria, evaluators (which may be a combination of City personnel for programmatic and BMC personnel for financial), processing time, and award notification. • We will leverage existing NOFOs we have prepared for ARPA funding and assist the Client in ensuring they are consistent with the approved Projects. We will also assist the Client in determining application submission and review process, evaluation criteria, submission requirements, award ranges, eligibility requirements, application submission and processing, eligible expenditures based on the NOFO and reporting requirements. We	• Notice of Funding Opportunity • Grant Application • Subrecipient Agreement • Internal Memorandum of Understanding • Templates for budgets • Templates for financial reporting • Performance Metrics

Summary of Approach	Deliverable (s)
will also ensure that the NOFO includes information such as the draft subgrant agreement, list of eligible expenditures, information on supporting documentation, and reporting requirements and frequency. • We will leverage existing subrecipient agreements for ARPA funds. The subrecipient agreement will be consistent with the information in the NOFO including the list of eligible expenditures, information on supporting documentation, and reporting requirements and frequency. • For ARPA funding used for internal projections, we will leverage an existing Internal Memorandum of Understanding between that can be used to document the agreed use of ARPA funds for internal projects.	
Our firm has extensive experience developing RFPs and other solicitations consistent with 2 CFR Part 200, specifically Sections 200.317 to 200.327, and Appendix II. There are specific provisions, procurement methods, pricing, and other requirements unique to 2 CFR Part 200. We review our clients existing purchasing policies and, where necessary, develop supplemental policies specifically for Federal grant awards.	• Subcontracts including required Uniform Guidance Clauses • Scope of Services • Independent Cost Estimates
We have created extensive tracking tools in excel to track grant related data from application processing to closeout. We generate pivot tables, graphics, and dashboards.	• RFP Tracking System • Subcontract Evaluation and Award System •
We will leverage existing policies and procedures that we developed for other agencies which are compliant with 2 CFR Part 200, regulations, applicable local regulations, and other requirements. The key areas include procurement, grant award, cash management, subrecipient monitoring, financial management system, internal controls, and reporting.	• Uniform Guidance compliant policies and procedures
	• Program Evaluation Planning
COMPLIANCE MONITORING	
We will leverage existing subrecipient monitoring programs that we are using with other agencies to perform subrecipient monitoring in compliance with Uniform Guidance, Federal guidance. We will customize the work programs to comply with any City or grant specific requirements. The monitoring will include risk assessments for all subrecipients to determine the nature, timing, and extent of the monitoring.	• Risk Assessment including Scorecard • Individual subrecipient risk assessment • Subrecipient monitoring program • Conduct individual subrecipient monitoring
We will assist the Client in preparing for monitoring by performing internal Quality Control Reviews, ensuring policies and procedures are operating as designed, and tracking all audit inquiries and working with the Client to address them until resolved.	• Internal Quality Control Revies • Responding to audit request and other inquiries • Tracking audit inquiries
As the Client or our team identifies technical assistance and/or training needs, we will leverage existing information we are using with other agencies such as training webinars. Upon City approval, for any training or technical assistance, we will agree on the nature, timing, extent, participation, level of effort, and the final deliverable. If we determine that the inquiry could potentially be from a whistleblower or require further investigation, we will notify the Client immediately and recommend reporting it to the Federal Whistleblower hotline.	• Technical Assistance Summaries or other deliverables • Facilitate Training Webinars • Prepare training materials
We will leverage existing reimbursement forms, and checklists that we are using with other agencies. We strongly recommend providing subrecipients with a cost reimbursement form consisting of instructions, a list of eligible expenses, and the applicable supporting documentation. Each reimbursement form will be logged in as a separate task in our project management system and on the tracking reports where they will be tracked until completion. Reimbursements will be processed within five (5) business days of receipt with BMC recommending payment of those expenses that meet the eligibility and supporting documentation	• Process claims for reimbursements • Tracking reports • Claim reimbursement template

Summary of Approach	Deliverable (s)
requirements. If requested reimbursements are deemed ineligible, BMC will notify the Client and the subrecipient and request resubmission of the reimbursement request with only eligible costs.	
CLOSEOUT	
We will leverage existing grant closeout procedures that we have successfully used at the Federal, State, and local level that comply with Uniform Guidance §200.344 Closeout including a closeout checklist, workbook for reconciliation of grant funds to accounting system, eligibility post-award assessment, final reporting of obligated and expended balances, samples letters for recapture/refund if unexpended advanced funds, and other relevant documentation.	• Reconciliation of project funds to accounting system • Grant closeout our certifications and representations • Complete File Package
OVERALL PROJECT COORDINATION	
As requested by the Client, the Principal and Project Manager will be available for meetings, debriefings, and presentations with third parties. This may include preparation of oral presentations, debriefings, analysis, and other materials to present at the meeting. Upon notification of the meeting, we will have a planning call with the Client, obtain an understanding of the purpose and participants for the meeting, agree to the meeting materials to be developed by BMC and their due date, and confirm how the meeting will be facilitated.	• Presentation materials • Surveys and follow up
Upon written receipt of a public inquiry for response, we will track the inquiry in a tracking report, establish a task in our project management system, and assign it to appropriate BMC personnel. BMC will prepare a formal written response for the Client's approval within three (3) business days of receipt unless otherwise indicated by the Client. We will request an extension if we need more time to respond. In addition, we will notify the Client if we are unable to provide a response due to lack of availability of information, relevance, or lack of clarity. For responses we will first research the FAQs, 2 CFR Part 200, and other Federal guidance. If the inquiry is project specific, we will confer with the Client to obtain the needed information.	• Written Response

D.4.1.1 Federal Subrecipient Monitoring

In this section we detail our process for performing subrecipient monitoring.

D.4.1.1.1 Risk Assessment

Upon receipt of the requested documentation from the Client and the subrecipient, we will perform a risk assessment, using the risk assessment tools provided by the Client and/or developed by our firm, as indicated by the Client, to determine the nature, timing and extent of monitoring activities. The risk assessment will determine the monitoring type (desk review or full review). This approach suggests that subrecipients that are rated "low risk" should require less monitoring (desk review) than a high-risk (full scope review) subrecipient — thereby maximizing the use of limited resources while ensuring all subrecipients are subject to financial monitoring.

We will use agreed upon risk factors to perform a risk assessment for each subrecipient. The risk scores will be used to determine which risk category, high or low, the subrecipient falls within. Based on the risk category we will determine the level of monitoring activity.

Risk Category	Level of Monitoring Activity
HIGH	Full Scope
MEDIUM	Limited Scope
LOW	Desk Review

We will submit the Risk Assessment tool that shows the recommended monitoring activity level (i.e. desk review or full scope monitoring) to the Client program area for review and approval. The Client will approve the

recommended oversight and monitoring activities for the subrecipient based on their risk category and recommendations.

Annual Financial Statement Review

We have multiple checklists and forms that we use to review the Single Audits for those subrecipients that expend $750,000 of a Federal award in a fiscal year to identify any findings, questioned costs, and/or concerns. We will coordinate with the Client and subrecipients the due dates for the reports and/or access the Federal Clearinghouse to obtain the reports.

Subrecipient Monitoring

The following figure depicts our overall approach for a full-scope monitoring review. The phases are indicated in the process flow below. As stated in the solicitation, we will use the monitoring program developed by the Client and provide recommendations for consideration.

Training: We recommend training for the subrecipient's prior to initiating the training. The objectives of the training are to explain the subrecipient monitoring process, identify the associated regulations, provide information for how to prepare, what documents they should have available, the timeline, and review of the subrecipient monitoring process. We use the Teams platform where subrecipients can register to participate, a survey is completed at the end of the webinar, continuing professional education certificates are issued, and the recordings are available. This has proven to be extremely beneficial to ensure subrecipient compliance with the monitoring process.
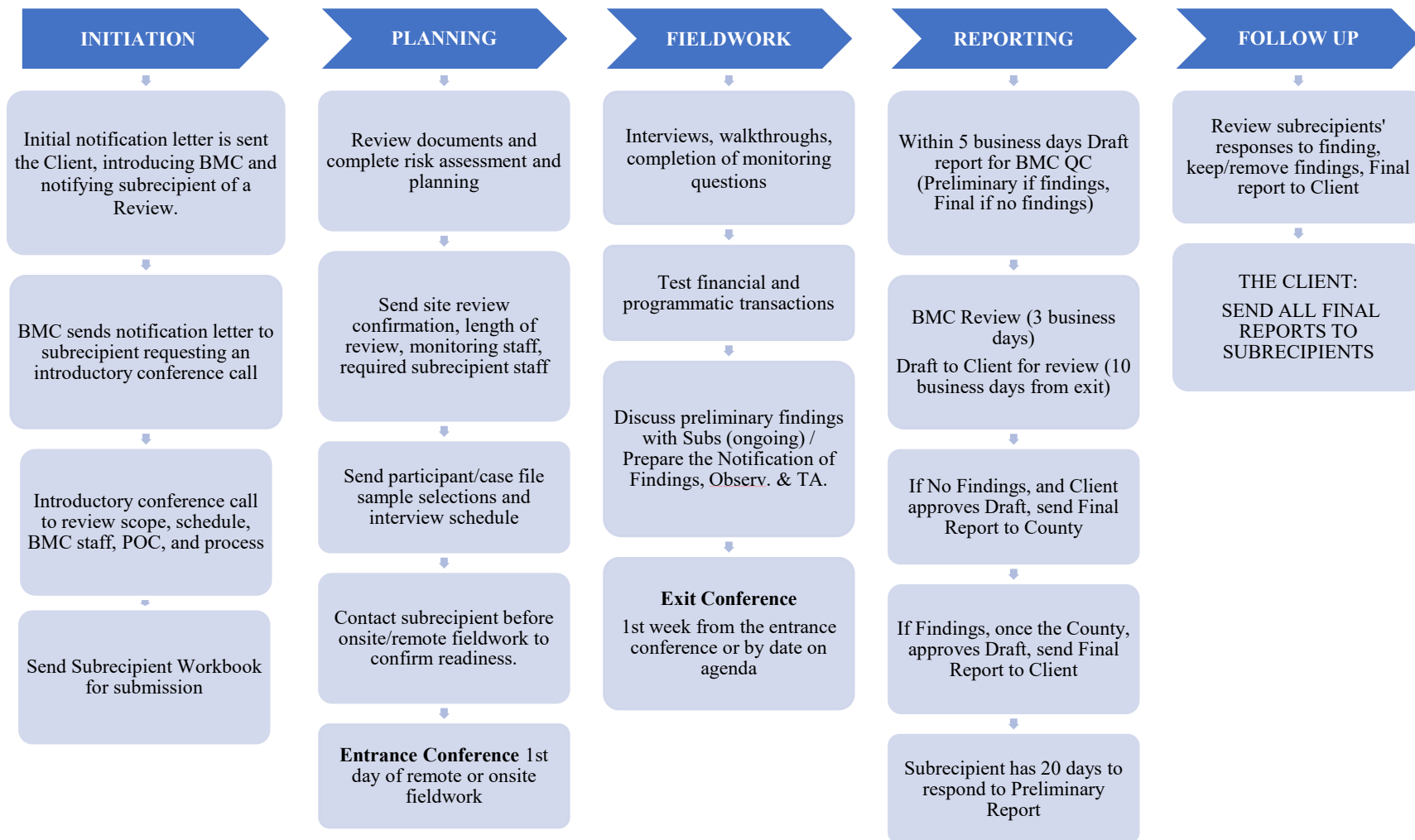
INITIATION

Initial notification letter is sent the Client, introducing BMC and notifying subrecipient of a Review.

BMC sends notification letter to subrecipient requesting an introductory conference call

Introductory conference call to review scope, schedule, BMC staff, POC, and process

Send Subrecipient Workbook for submission

PLANNING

Review documents and complete risk assessment and planning

Send site review confirmation, length of review, monitoring staff, required subrecipient staff

Send participant/case file sample selections and interview schedule

Contact subrecipient before onsite/remote fieldwork to confirm readiness.

Entrance Conference 1st day of remote or onsite fieldwork

FIELDWORK

Interviews, walkthroughs, completion of monitoring questions

Test financial and programmatic transactions

Discuss preliminary findings with Subs (ongoing) / Prepare the Notification of Findings, Observ. & TA.

Exit Conference
1st week from the entrance conference or by date on agenda

REPORTING

Within 5 business days Draft report for BMC QC (Preliminary if findings, Final if no findings)

BMC Review (3 business days)
Draft to Client for review (10 business days from exit)

If No Findings, and Client approves Draft, send Final Report to County

If Findings, once the County, approves Draft, send Final Report to Client

Subrecipient has 20 days to respond to Preliminary Report

FOLLOW UP

Review subrecipients' responses to finding, keep/remove findings, Final report to Client

THE CLIENT:
SEND ALL FINAL REPORTS TO SUBRECIPIENTS

Figure 6. BMC Monitoring Service Approach.

D.4.1.1.2 Planning

Document Exchange with the Client

At the post-award meeting we will initiate the document exchange and request the following:

a. A list of the names of the subrecipients subject to monitoring, that includes, at a minimum, the subrecipient Point of Contact (POC) name and title, POC contact information (email, telephone number, address), County POC, grant programs, award amounts, period of performance, risk scores based on prior risk assessments (if available), and other relevant available data. Preferably in Microsoft Excel.

b. Subrecipient's executed agreement including the Budget Summary and Cost Summary Support Sheet and supporting narrative as required in the Subgrant Manual.

c. Annual financial statatements.

d. Prior programmatic and financial monitoring reports or reviews for the subrecipient conducted by the Client or any other third parties.

e. Prior risk assessments performed for the subrecipients based on the risk factors in the Subgrant Manual. This can be included in the list requested in "a" above.

f. Single Audit Reports. If not provided, we will access Single Audit reports in the Clearinghouse repository and conduct an internet search to identify any potential litigation, press, or other information that may impact the audit.

g. County checklists, forms, policies and procedures, and other guidance, used other than the Subgrant Handbook (October 1, 2021) version which we already have.

We will provide the Client with access to the document repository to upload the requested documents.

D.4.1.1.3 Analytical Procedures

We will review the documentation provided by the subrecipient and the Client and perform the following procedures:

1. Identify "High Risk" Areas of Concern – From the information gained from our review of documentation, discussions with the Client, and other available information, we will identify areas of significant programmatic and financial implication, which will ensure our review procedures are responsive to the Client's expectations.

2. Review the completed questionnaire and policies and procedures provided by the subrecipient to obtain an understanding of their internal control.

3. Coordinate with the Client staff to identify any other matters that we need to be aware of concerning the subrecipient.

As we review submitted documentation we will: (1) identify areas of significant accounting and auditing implication; (2) obtain an understanding of the grantee's financial, programmatic, and operational systems, financial transactions, cost methodologies, internal controls, key processes, and performance metrics; (3) identify potential high-risk areas; (4) request transaction data for certain accounts in order to prepare the sample; and (5) request information on eligibility determination; (6) complete all planning procedures in the proposed monitoring program.

D.4.1.1.4 Sampling Tools & Methodology

Performance

Due to the diversity of grants, we will develop individual sampling plans based on the grant and the approved performance metrics for each subrecipient. Accordingly, there will be individual programmatic related sampling plans for each of the subrecipients.

Financial

1. Request financial transactions for a specified period and the grant recipient provide the applicable source documentation from timesheets to invoices; or

2. Develop a statistically valid sampling methodology in accordance with the SAS 39 and AICPA Audit and Accounting Guide. Typically, we define the population and sample unit during the planning phase, select the sample items using random and independent sampling techniques, and evaluate the sampling results. We would need data in an appropriate format in order to develop the statistically valid sample. This is sometimes difficult to get from subrecipient's which is why we use the other approach.

The final sampling plans will be subject to the Client's approval.

D.4.1.1.5 Fieldwork

Our approach is flexible to allow for on-site or remote fieldwork. For remote fieldwork, similar to on-site, we work with the subrecipient and the Client to determine a date range, generally a week, for when they need to have their team available for the review. We also send the sample selection and have them upload the supporting documentation for the sample to our document repository prior to the scheduled fieldwork dates.

Entrance Conference

On the first day of fieldwork, we will conduct an entrance conference, which the Client will be invited to, to review the procedures we will be performing, verify availability of documentation for the sample selected including case files, finalize the interview schedule with onsite personnel, obtain clarification on documents submitted (if applicable) during the planning phase, discuss preliminary findings identified during the planning phase, schedule the exit conference (out-briefing), and establish the points of contact while onsite. We will provide an agenda for the meeting and ask all participants to sign the agenda when the exit conference is completed.

Monitoring Procedures

After the entrance conference, the monitoring team will complete all procedures required in the monitoring plan. All workpapers will be uploaded to CaseWare as they are completed for the principal and/or Senior Manager review.

Throughout the process as soon as we become aware, the monitoring team will notify the subrecipient of any potential findings to give them sufficient time to either mitigate the finding or prepare a corrective action plan. We will document any findings in a Notification of Findings (NOF) which we will discuss with the subrecipient and the Client throughout the review process.

Exit Interview

At the completion of fieldwork, or a later date as agreed to by all parties involved, BMC will arrange an exit interview with the subrecipient and the Client to review the monitoring results. We will

provide an agenda for the meeting and ask all participants to sign the agenda when the exit conference is completed. This may or may not be the same as the exit conference to be scheduled by the Client. If there are open items after the meeting, they will be included on the Exit Conference agenda along with the due date for response to those items.

D.4.1.1.6 Reporting

If there are no findings, within five (5) days after the exit conference, we will submit a final monitoring report that presents all monitoring findings, non-compliance issues and management observations to the Client for review and acceptance. For unallowable or ineligible costs, we will quantify the questioned costs and propose adjustments.

If there are any findings, within five (5) days after the exit conference we will submit a preliminary report to the Client for comment. If County concurs with the findings, we will send the preliminary report to the subrecipient providing them with a final opportunity to resolve the finding. The subrecipient will have 5 days. We will ensure that the final report is sent to the Client within 30 days of the exit interview whether we receive a response from the subrecipient or not.

*All final reports will be reviewed and signed by the Principal or Senior Manager who are CPAs.

D.4.2 Consultancy Tasks

D.4.2.1 Preparation of Notice of Funding Opportunity (NOFO)

We will leverage existing NOFO/announcements to customize the documents for this solicitation. We ensue that the NOFO complies with § 200.204 Notices of funding opportunities of the Uniform Guidance. The NOFO/announcements include, at a minimum grant information, evaluation factors and scorecard, program requirements, eligibility and allowability information, any reporting requirements, required clauses, and the subrecipient and/or beneficiary agreement, which we include as an attachment to the NOFO/announcement so applicants can review the agreement prior to submitting the application.

D.4.2.2 Application Development

We have developed hundreds of grant applications using JotForm. JotForm is a powerful online application that we have used for grant applications. We will leverage existing grant applications for assistance to potential applicants for this project. The applications are in a question-and-answer format based on the eligible activity and allowable costs regulations. In some instances, we have word limitations to encourage clear and precise responses. Applicants can upload documents, add links, and free form type in their responses. Applications can be saved prior to submission allowing applicants to continue until submissions. In JotForm we collect responses directly to a dedicated email. We can add clients to the dedicated email so they will also be notified when applications are submitted.

The user-friendly platform allows users to save and return to their applications and download PDF copies for themselves. Upon submission, all parties receive an email confirmation, which can be customized to include a PDF copy of the application and other messaging.

There is no cost to the client for the JotForm Online Application platform since our firm is an enterprise member and uses it for multiple clients.

Security: All JotForm standalone form links and embedded codes are secure (SSL) by default, and we give all users the option to encrypt their data. JotForm also adheres to strict European data protection laws by allowing users to store their data on secure German servers if they choose.

JotForm has a Report Builder which is a powerful reporting and presentation tool that create charts, infographics, and presentations. Other features include:

- Convert real-time form data into custom reports or presentations that match your branding.
- Share reports via link, embed them in your website, or download them as secure PDFs
- Gather feedback, survey responses, poll answers, and important customer data online — then turn them into professional reports and presentations that automatically update with each new submission.
- Make the most of your data with auto-generated reports.
- Quickly view online form responses and analyze your data with JotForm Report Builder. Present your reports or share them in seconds.
- Organize submissions with data and time filters to reveal powerful new insights. Analyze the results to improve your business.
- Automatically convert form data into visuals

D.4.2.3 Evaluation Criteria

We will leverage the 50+ evaluation criteria score cards that we have developed for other grant applications to recommend criteria to the client based on our understanding of the client's priorities. We will ensure that the evaluation criteria comply with § 200.205 Federal awarding agency review of merit[1] of proposals of the Uniform Guidance. The evaluation criteria will be included in the NOFO.

D.4.2.4 Application Processing Technical Assistance

From the release of the application to the public to 1 hour before the application closes, we provide technical assistance using the following tools:

1. Developing and conducting "Grant Application Informational" webinars and making them available to all applicants as a part of the advertising and marketing of the grant. In the grant application announcement/marketing/outreach materials, we include webinar registration for a minimum of three (3) trainings, within the application submission period, where provide step-by-step instructions reviewing the on-line application in its entirely. The training includes a review of the grant, eligibility determination, allowable costs, and other key information. Applicants are able to ask real-time questions during the training and we create a FAQ which is emailed to all registered participants in the webinars and provided to the client to add to the application advertising and outreach materials.

   It has been our experience that the questions asked by applicants during the webinars are extremely informative and help other applicants. This has resulted in minimum requests for direct technical assistance.

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[1] A merit review is an objective process of evaluating Federal award applications in accordance with written standards set forth by the Federal awarding agency.

2. We establish a dedicated email for grant applicants. The email will have an autoresponder message to advise Applicants that their inquiries and questions have been received and that they will receive a response from BMC within one business day. All inquiries are logged and included in Frequently Asked Questions (FAQ) which are distributed to registered Webinar participants and updated to the marketing/outreach materials.

3. Throughout the open application period we will have "Office Hours" which are 1-hour blocks of time 2-3 times a week where Applicants can log on to the same Webinar link to ask BMC's grants specialists live questions about the application. The "Office Hours" webinar link will be included in the NOFO advertising, outreach materials, and the Application Informational Sessions.

D.4.2.5 Application Processing

As applications are submitted, JotForm's data tracking and report builder provides real time data such as the applicant's information, the number of applications submitted, and summary data for every question on the application. JotForm will automatically close the application period and not accept any applications based on the deadline for submission. When the application period closes, we have immediate access to all the reports and data and will provide the client with the report within 1 business day of the closing of acceptance of grant applications.

Initial Screening

All submitted applications are saved to a folder in JotForm and a unique identifier/tracking number is assigned. Our team will generate a report, hereinafter referred to as the "Tracker," in JotForm that includes the applicant contact information, project name and description, requested amount, projected project timeline, and other data as agreed to by the client.

Using the data from the report, concurrently and within 5 days of the application closing, we will complete the following:

1. Send the Tracker to the client with the data on the applicants.

2. BMC will immediately assign the applications to our Grants Specialist where we will complete an initial review for completeness ensuring all questions and required documentation has been submitted. This may require follow-up with applicants. Unless otherwise stated by the client, our approach is to allow applicants two (2) business days to respond to any requests for missing documentation and/or clarification for the submitted application. Needless to say, the client will determine the response time period and the actions if they fail to respond. Our recommendation is that failure to respond within the requested time period should result in the application being considered unacceptable as submitted and denied. This is an initial review for acceptance not the review to determine eligibility and allowability of costs.

3. We anticipate completing the initial screening, eligibility, risk assessment, and budget allowability assessments, and scoring of the applications making recommendations to the Grant Review/Evaluation Committee.

4. Confirm with the client if they want us to submit applications as completed or agree to a deadline to have recommendations for the award.

Pre-Award Risk Assessment and Cost Allowability Assessment

For those applications that are considered complete based on the initial screening, we will perform a risk assessment, and review the budget. For the ARPA grant we also perform an eligibility assessment. We will leverage existing assessment tools and customize as requested by the client. Below are screen shots of the assessment tool in excel,

Pre-Award Risk Assessment

Subrecipient Name:	
Grant Program:	ARPA
Program Name(s):	
Risk Assessment Completed Date:	
Grant Award Amount:	
Total Score:	0
Risk Assessment:	Low Risk

1. Eligible to Conduct Business with the State (answering yes to any of these questions results in ineligibility to receive funds)	Yes/No
Is the entity on the federal debarment list (https://sam.gov/content/exclusions)?	
Is the entity on any Wisconsin debarment list?	
Is the entity not in good standing with the WI Secretary of State? If they are not In good standing, did they request and receive approval of a waiver?	

2. Amount	Small	Medium	Large
Agency set the Criteria for determining size of grant:	$0 - $X	$X-$X	>$X
Amount of the award requested ($5,000-$50,000 Low, $51,000 to $100,000 Medium, Over $100,000 High)			

3. Funding of Entity	Small	Medium	Large
Agency set percentage criteria:	<X%	X%-X%	>X%
What percentage of funding would this grant be for the entity in comparison to the entity's total funding (33% or less Low, 34%-66% Medium, over 66% High?			

4. Program Complexity	Not Complex	Slightly Complex	Moderately Complex	Highly Complex
Rate the complexity of the program				

Programs with complex compliance requirements have a higher risk of non-compliance. In your determination of complexity
► Numerous programmatic requirements and/or must strictly adhere to regulations
► Various types of program reports are required
► Matching funds or Maintenance of Effort are required
► The entity further subcontracts out the program
► Add agency specific criteria here
► Add agency specific criteria here

6.I. Entity Risk (Questions Must Be Answered for All Grants)	Yes/No
a. Does the proposed project FAIL to meet the eligibility requirement for the selected ARPA Category? See the ARPA Eligibility Determination Worksheet.	
b. Will the entity be receiving funds prior to expenses being claimed?	
c. Does a conflict of interest exist between the applicant and Department issuing the grant?	
d. Did the organization provide financial statements and/or tax returns to verify their financial stability?	
e. Was the original application submitted complete and accurate or did we need to request additional information?	
f. Has the entity been in business for less than 3 years? (Search the internet for entity information)	
g. Does the entity anticipate subcontracting or subgranting the grant onto other entities?	
h. If applicable, is there any indication that the subrecipient may have difficulty performing the grant?	

Low = 0 - 85 Moderate = 86 - 170 High = 170 and higher	TOTAL RISK POINTS:	0

Additional notes and ongoing risk assessment concerns for entity:

Prepared by (BMC Analyst):

Name: _____   Date:_____

5/31/17

BUDGET: Clearly delineates costs of the project to be met by the funding source	YES	NO	NA	Notes
☐ Did they complete the budget using the requested format?				
☐ If they submitted a different budget format, is it acceptable?				
☐ Is the budget realistic and reflects the work plan?				
☐ Is it specific, realistic, and detailed?				
☐ Is it sufficient to cover the cost of the project as described in the narrative?				
☐ Are there any potential unallowable costs under Subpart E of the Uniform Guidance? If yes, contact the Applicant and discuss the cost to determine allowability.				
☐ Did they provide "Assumptions" for each budgetary line item? If not, contact the Applicant and request budget assumptions.				
☐ Were the budget "Assumptions" provided sufficiently detailed to determine allowability? If not, contact the Applicant and request additional information.				
☐ Did the narrative in the budget "Assumptions" reconcile to the dollar amount proposed for the budgetary line item? If not, contact the Applicant and request additional information.				
☐ Are indirect costs included on the budget? If yes, complete the "Indirect Costs" section below.				
INDIRECT COSTS				
☐ For proposed indirect costs, did the applicant indicate the indirect rate and type? If not, contact the applicant to obtain the information.				
☐ Did they indicate if they were using a Negotiated Indirect Cost Rate (NICRA) or other approved rate? If not, contact the applicant and ask them for the rate computation.				
☐ If they elected the 10% De Minimis Rate, send the applicant the certification and ask them to complete and return it for the application file.				

Based on our review, we recommend the following points for the "Budget" evaluation factor on the Score Card.	No	Captures more reasonable costs	Clearly defines all relevant costs

Note: No (0 points); Captures more reasonable costs (5 points); Clearly defines all relevant costs (10 points)

Prepared by (BMC Analyst):

Name: _____ Date: _____

Reviewed by (BMC Manager):

Name: _____ Date: _____

ARPA GRANT ONLY: Eligible Category and Expenditure Category Determination

In the Treasury's ARPA Final rule issued January 6, 2022 and as discussed in Section 1.3 Understanding of the ARPA Program, for each applicant we will determine the eligible activity based on the 4 categories discussed in Section 1.3 above and the related Expenditure Category (EC)[2] as defined in Treasury's Compliance and Reporting Guidance last published September 12, 2022. To determine eligibility:

1. We have 2 Senior Grant Specialists, independently, review the application and supporting documentation to determine the eligible category and the EC.

2. If the Senior Grants Specialists determine the same eligible category and EC, then that becomes the final determination.

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[2] Expenditure Categories are project reporting categories required for reporting to the Treasury.

3. If they do not concur, then a Manager reviews the project and application, and a "Consensus" meeting is held where all parties come to a final determination.

If we determine that the application falls under the Revenue Loss (Replacement) activity (EC Category 6.1), we will confer with the client to determine if the application should still be considered based on the client's available Revenue loss funding.

Risk Assessment

Pursuant to *§2 CFR 200.206(b) Risk evaluation* of the Uniform Guidance, we will conduct a risk assessment using risk factors included in the screen shot of the Pre-Award Assessment form on page 25 above or other factors as agreed to by the client. Each applicant will receive a risk score and category (low, medium, high). This may impact award decisions and/or how the applicant is monitored if a grant is awarded. For instance, if the client awards a "high" risk applicant, then they may be required to submit monthly reports instead of quarterly.

Budget Review

We will review the proposed budget to verify if the expenditures appear to comply with Subpart E Cost Principles of the Uniform guidance. We provide a budget template with the application with detailed instructions on the types of budget assumptions/explanations that should be included for each budgetary line item to provide us with sufficient information to determine allowability. For instance, for salaries, in the budget template we ask them to include the labor category, payrate, fringe rate, and the estimated number of hours. For any costs that appear to be unallowable, we request clarification and/or additional information from the applicant prior to making a final determination for allowability. If recommended for award, we will only in the allowable budget amount excluding any unallowable costs.

Once the grants are awarded, for each beneficiary, we will provide the client with the complete Grant Award package including the original application, any additional documentation we obtained during the screening process, and the Eligibility, Risk and Budget Assessment workbook with supporting computations.

D.4.2.6 Grant Award

Upon notification of the awarded grants, we will prepare award/non-award letters for the client's approval. The client will determine if we send the award letters or if the client will send the award letters. We will also provide content to the publish the award letters on the client's website. We will update the Tracker with the status of the letters and work with the client to ensure all letters are distributed timely.

We anticipate completing the assessments within 21 days of the application closing date.

D.4.2.7 Grant Execution

For awarded grants, we will perform the following:

- Conduct a Grant Execution Informational Session for all awarded grantees where we will review what they can expect in the grant execution package, post-award monitoring, and the required reporting.
- Prepare a grant execution package including the agreement (Subrecipient/Beneficiary), any required forms such as a reimbursement form (which we can provide), financial/performance

report templates, certifications, and other documentation that needs to be executed as a part of the award.

- Manage the grant execution process by sending the packages to the grant recipient, providing technical assistance for completing the packages and working with the client to get the grants executed, awarded, and funds disbursed.

- Provide a weekly Tracker that shows the status of grant execution packages.

- Provide a complete grant execution package for each subrecipient/beneficiary with all agreements, forms, certifications, and other documents executed and in a final pdf format.

D.4.2.8 Process Reimbursements

We will leverage existing reimbursement forms, and checklists that we are using with other municipalities. We strongly recommend providing subrecipients with a cost reimbursement form in the grant execution package consisting of instructions, a list of eligible expenses, and the applicable supporting documentation. Each reimbursement form will be logged in as a separate task in our project management system and on the tracking reports where they will be tracked until completion. Reimbursements will be processed within five (5) business days of receipt with BMC recommending payment of those expenses that meet the eligibility and supporting documentation requirements. If requested reimbursements are deemed ineligible, BMC will notify the client and the subrecipient and request resubmission of the reimbursement request with only eligible costs.

We will process the reimbursement request and upload all supporting documentation in the shard file maintained for each grantee. The system will track our review of the request, recommendation for approval for rejection, the client's final approval, and information from the client on actual payment. We will work with the client to establish a process to obtain the payment information for approved reimbursements. We recommend a monthly report from the client with payment information that we will maintain in our Tracker.

D.4.2.9 Training

As the Client or our team identifies training needs, we will leverage existing information we are using with other agencies such as training webinars. Upon Client approval, for any training, we will agree on the nature, timing, extent, participation, level of effort, and the final deliverable. Below is the Uniform Guidance and ARPA training catalog we developed and facilitate for our existing contracts that can be leveraged for this project.

Table 8. Training Topics
Table 10. Training Topics

Training Topic	Summary
Uniform Guidance Update FY 2020	Updates in published 8/13/2020, effective 11/12/2020, and Corrective Amendments published 2/22/2021
Understanding Financial Management System Requirements (200.302)	Review of requirements, examples of compliant & non-compliant systems, common deficiencies
Increased Internal Control Requirements under (200.303) and Fraud, Waste, and Abuse (Improper Payment)	Changes from Final Rule, examples of compliant & non-compliant internal control system, discussion of fraud, waste, and abuse including examples.
Understanding and Identifying Program Income (200.307)	Review requirements, provide case studies (examples)
Budget Submissions, Review, and Revisions	Review requirements, provide case studies (examples)

Training Topic	Summary
(200.308)	
Overview and Update Procurement Requirements (200.317 – 200.327)	Changes from Final Rule, examples of compliant & non-compliant system, common findings/deficiencies
Property Standards (200.310 – 200.316)	Review requirements, provide case studies (examples), common findings and deficiencies
Performance and Financial Monitoring and Reporting (200.328-200.330)	Changes from Final Rule, common findings and deficiencies, best practices
Subrecipient Monitoring and Management Training and Toolkit (200.331-200.333)	Changes from Final Rule, examples of monitoring activities and tools, common findings and deficiencies, best practices
Record Retention and Access (200.334 - 200.338)	Review requirements, example of policy
Remedies for Non-Compliance (200.339 – 200.343)	Review requirements, example of policy
Cost Principles (Direct vs. Indirect Costs (Subpart E - 200.400 – 200.476)	Review of requirements, exercise – Direct vs. Indirect, examples of indirect cost computations
Audit Requirements (Subpart F - 200.500 – 200.521)	Review requirements, example of single audit with or without findings

D.4.2.10 Policies and Procedures

Upon receipt of the Client's existing relevant policies and procedures (P&Ps), we will review them for compliance with ARPA and the Uniform Guidance and recommend either to update the existing P&P or develop supplemental P&Ps for Federal Awards. We will leverage existing policies and procedures that we developed for other ARPA clients that are compliant with 2 CFR Part 200, Treasury Guidance, applicable local regulations, and other requirements. The key areas include procurement, grant award, cash management, subrecipient monitoring, financial management system, internal controls, and reporting. We will review and ensure the fund structure, accounting standards, and internal controls utilized by the Client meet requirements under 2 CFR Part 200 and recommend, if applicable, changes to ensure compliance. If requested, we will work with the Client to implement the recommendations.

D.4.2.11 Assist with Policy Issues

We have developed a "Best Practice" and "Lessons Learned" database based on our experience providing ARPA grants management services to numerous Counties, Cities, and States ARPA. We share that in-depth database with our clients to assist with addressing policy and regulatory issues. For instance, we have performed multiple fraud investigations, generally initiated by Whistleblowers, for abuse of ARPA funds. Based on those investigations, we recommended that our clients add language to their subrecipient agreements clearly indicating what will occur in a fraud-related investigation. We also modified our ARPA subrecipient monitoring work program to add more fraud related procedures. It is this experience and expertise that we bring to each of our clients.

D.5 Quality Control Plan

BMC will design a Quality Control Plan (QCP) consisting of a comprehensive quality program to ensure quality and timely performance and to prevent, detect, and/or correct any deficiencies prior to submission of deliverables to client. Our framework leverages industry best practices by focusing on three critical elements: quality planning, quality assurance, and quality control as shown in the figure below.

Figure 7. The BMC Team's Quality Framework Ensures High Quality and Standards.

The three elements are defined as follows:

- *Quality Planning* (QP) is the process that identifies the quality standards that are relevant to the client project and determines how to fulfill them.

- *Quality Assurance* (QA) is the process of ensuring each task order meets relevant quality standards. This is accomplished through peer reviews, client reviews, and product reviews by our Quality Control Team.

- *Quality Control* (QC) is the process of monitoring and managing quality issues to ensure compliance is maintained. It also includes the objective reporting of quality issues to BMC team leadership and to our client.

Our Quality Control Plan capitalizes on the experience, skills, and expertise of each member of the team. We use a pyramid approach to quality service allowing different levels of QC depending on the deliverable. The QC level is determined by the deliverable and the staffing. As a team, we hold each team member accountable for providing the highest level of service and support this accountability through cross-functional quality control checks, peer reviews, and internal reviews. We understand that a strong quality control process involves checks and balances throughout the project well before deliverables are provided to the client.

Upon contract award, we will develop a Quality Control plan specific to this contract.

D.6 Assumptions

We are not proposing any assumptions.
We have no assumptions.

D.7 Exceptions

We take no exception to any part of the RFP.

D.8 Special Features

We are not proposing any special features or services that are included in the pricing provided.

TAB E. REFERENCES

E.1 Reference - City of Columbus, OH

Client's Name: City of Columbus

Type of Organization: Municipality (City)

Address: 90 West Broad St., Columbus, OH 43215

Contact Person: Kali Harris   Title: Federal Grants Coordinator

Telephone: 614-645-6645   E-mail: kjharris@columbus.gov

Project Information

Name of Project: City of Columbus Grants Management

E.2 Reference – Luzerne County. PA

Client's Name: Luzerne County

Type of Organization: Municipality (County)

Address: 20 North Pennsylvania Avenue, Wilkes Barre, PA 18711

Contact Person: Michelle Spirach,   Title: Grants Specialists

Telephone: 570-830-5112   E-mail:

michele.Sparich@luzernecounty.org

Project Information

Name of Project: County of Luzerne ARPA Funding Administration & Grant Management Services

E.3 Reference – City of Las Vegas

Client's Name: City of Las Vegas, NV

Contract#: 220148-JL

Type of Organization: Municipality: City

Address: 495 S. Main Street, 4th Floor, Las Vegas, NV, 89101

Contact Person: Dina Babsky   Title: Strategic Initiatives Manager

Telephone: 702-229-5939 (Office), 702-528-0667 (cell) E-mail: dbabsky@lasvegasnevada.gov

Project Information

Name of Project: ARPA Compliance Consultant

E.4 Reference – U.S. Department of Housing & Urban Development

Government/Company Name: U.S. Department of Housing and Urban Development

Address: 451 7th Street S.W., Washington, DC 20410

Contact Person/Title: Tracy Fields, Contract Point of Contact

Phone: 404-432-4159   Email: tracy.c.fields@hud.gov

Contract Period: 10/1/2014 to 7/31/2019

TAB F. PROPOSAL PRICING

Position	Commercial Rates	Discount	Year 1 Proposed Rates	Year 2 Proposed Rates	Year 3 Proposed Rates	Year 4 Proposed Rates	Year 5 Proposed Rates
Program Manager	$ 425.00	33%	$ 285.00	$ 293.55	$ 302.36	$ 311.43	$ 320.77
Senior Manager	$ 325.00	46%	$ 175.00	$ 180.25	$ 185.66	$ 191.23	$ 196.96
Grants Manager	$ 225.00	49%	$ 115.00	$ 118.45	$ 122.00	$ 125.66	$ 129.43
Senior Grants Specialist	$ 150.00	37%	$ 95.00	$ 97.85	$ 100.79	$ 103.81	$ 106.92
Senior Auditor	$ 172.00	45%	$ 95.00	$ 97.85	$ 100.79	$ 103.81	$ 106.92
Grants Specialists	$ 100.00	15%	$ 85.00	$ 87.55	$ 90.18	$ 92.88	$ 95.67
Auditor	$ 101.00	21%	$ 80.00	$ 82.40	$ 84.87	$ 87.42	$ 90.04
Project Coordinator	$ 70.00	14%	$ 60.00	$ 61.80	$ 63.65	$ 65.56	$ 67.53
Technical Writer	$ 70.00	14%	$ 60.00	$ 61.80	$ 63.65	$ 65.56	$ 67.53

The proposed pricing includes the discount from our commercial rates to the rates proposed for this solicitation
Year 2 - Year 5 pricing reflects a 3% escalation rate.

TAB G. REQUIRED FORMS
Attachment I –Instructions for Proposals Compliance and Submittal

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):

Booth Management Consulting, LLC

Signature of Authorized Representative:

Date: 06/15/2023

Attachment III – Certification Regarding Debarment, Suspension, and Other Matters

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:
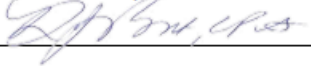
1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;

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 statues 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):

Booth Management Consulting, LLC

Signature of Authorized Representative:

Date: 06/15/2023

Attachment IV – Restrictions on Lobbying

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
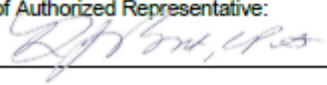## FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

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 or 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):

Booth Management Consulting, LLC

Signature of Authorized Representative:

Date: 06/15/2023

Attachment V – Drug-Free Workplace Certification

ATTACHMENT V:
DRUG-FREE WORKPLACE CERTIFICATION

The __Booth Management Consulting, LLC__ (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 __Booth Management Consulting, LLC__ (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.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

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).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

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 statue 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 statue or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor(s):

__Booth Management Consulting, LLC__

Signature of Authorized Representative:

_____

Date: __06/15/2023__

Attachment VI – Certification Regarding Conflict of Interest

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):

Booth Management Consulting, LLC

Signature of Authorized Representative:

Date: 06/15/2023

CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

FORM CIQ

	OFFICE USE ONLY
This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.	Date Received

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).

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.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

1 Name of vendor who has a business relationship with local governmental entity.

THIS FORM DOES NOT APPLY

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.

    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?

    ☐ Yes   ☐ No

    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?

    ☐ Yes   ☐ No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7

_____   _____
Signature of vendor doing business with the governmental entity   Date

Form provided by Texas Ethics Commission   www.ethics.state.tx.us   Revised 1/1/2021

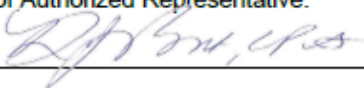**Attachment VII – Certification of Fair Business Practices**

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):

Booth Management Consulting, LLC

Signature of Authorized Representative:

Date: 06/15/2023

Attachment VIII – Certifcation of Good Standing

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.
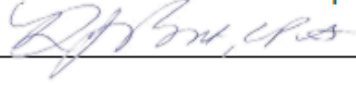
Indicate the certification that applies to your corporation:

__X_____   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   Limited Liability - S Corp

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.

Robin Booth CPA, CFE - Principal
(Printed/Typed Name and Title of Authorized Representative)

Signature

Date:___06/15/2023_____

Attachment IX – Historically Underutilized Business Enterprises

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
A
(
h

Local bu

N
6
Arlington, TX 76011
(817) 640-0606
http://www.nctrca.org/certification.html

THIS FORM DOES NOT APPLY

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

_____   _____
Typed Name   Date

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

_____ (city), _____ (county), _____ (state).
                                                                                                    SEAL
Notary Public in and for _____ (County),

State of _____ Commission expires: _____

Attachment X – Attestation Contracts Nullifying Activity

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: Robin Booth CPA, CFE

NAME OF COMPANY: Booth Management Consulting, LLC

DATE: 06/15/2023

-OR-

Exhibit A – Service Areas Designation Forms

EXHIBIT A
Service Area Designation Forms

	Texas Service Area Designation or Identification		
Respondent Name:	Booth Management Consulting, LLC		
Notes:	Indicate in the appropriate box whether you are proposing to service the entire State of Texas		
	Will service the entire State of Texas	Will not service the entire State of Texas	
	YES		
	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:	Booth Management Consulting, LLC		
Notes:	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.		

Will service all Fifty (50) States	Will not service Fifty (50) States
YES	

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.

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.

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		

North Central Texas Council of Governments
TXShare Cooperative Purchasing Agreement
RFP 2023-028 Grant Management and Consulting Services
June 22, 2023

Exhibit C – Service Questionnaire

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 <u>not</u> 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

WE ARE NOT PROPOSING ANY DISCOUNTS

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.

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

APPENDIX C- RESUMES

Below are the resumes for the positions we consider to be Key Personnel for this solicitation. All the proposed individuals are full-time employees of BMC and are immediately available to provide services upon contract award.

Program Manager– Robin Booth, CPA, CFE	
Program Manager, Robin Booth, CPA, CFE	
30+ years of Federal Grant Management, Uniform Guidance and Compliance Experience	
Education and Certifications	**Bowie State University, B**S*, Accounting* Certified Public Accountant (CPA) Certified Fraud Examiner (CFE) Certified Internal Auditor (CIA)
Skills	**Experience** 33+ years government accounting and auditing experience 25+ years grants management experience 17+ years acquisition and procurement experience 15+ years system design and implementation experience - Significant understanding of 2 CFR Part 200, Uniform Guidance, GMRA, FFMIA, FMFIA, FISMA, GAGAS ("Yellow Book"), GAAP, USSGL, CFO Act, Improper Payment Act, SCRUM, and the Taxpayer Accountability Act. - U.S. Government Accounting Standards **Professional Affiliations** - National Association of Black Accountants – Baltimore Chapter Member - Maryland Association of Certified Public Accountants (Member) - American Institute of Certified Public Accountants (Member) **Awards and Recognition** 2021 Women of Color Achievement Awards, 100 Black Men of Greater Washington, D.C., in partnership with the Women Presidents' Organization (WPO) 2019 Joe Manns Black Wall Street Award, BWI Thurgood Marshall Airport 2004 Nominated as the U.S. Small Business Administration, Small Business of the Year 2004 U.S. SBA, Maryland Accountant of the Year 2003 Recognized as an Emerging Business by the Maryland Department of Business and Economic Development 2002 NAACP Small Business of the Year Award **Certifications**

Program Manager, Robin Booth, CPA, CFE	
	▪ Certified Public Accountant ▪ AICPA Certified COSO Internal Auditor ▪ AICPA Certified Project Manager ▪ Certified QuickBooks Pro Advisor ▪ Certified eFAACT Government Accounting System Advisor
Relevant Experience	**Booth Management Consulting, LLC**
	Managing Principal; Founder **Nov 1998 - Present**
	Notable Contracts

	▪ ARPA Grants Management Contracts
	  o Luzerne County, PA
	  o Henry County, GA
	  o Pima County, AZ
	  o Santa Cruz County, AZ
	  o City of Sun Prairie, WI
	  o City of Middleton, WI
	  o City of Appleton, WI
	  o City of Columbus, OH
	  o City of Las Vegas, NV
	  o Mississippi Department of Employment Security
	  o State of Delaware
	  o University of Washington
	▪ U.S. Agency for International Development
	▪ Department of Energy
	▪ General Services Administration
	▪ Defense Contract Audit Agency
	▪ National Institute of Health
	▪ NAVSEA
	▪ US Department of Housing and Urban Development
	▪ Department of the Treasury
	▪ Department of Homeland Security
	▪ Department of Health & Human Services
	▪ Department of Transportation, Federal Transit Administration, Federal Aviation Administration
	▪ NeighborWorks America
	▪ Department of Veteran Affairs
	▪ United States Commission on Civil Rights

	General Responsibilities
	▪ Project and contract management (accounting services, internal control engagements, audits, due diligence and quality assurance services, accounting, financial) and management consulting projects for various Federal, State, and local governments and private sector enterprises

Program Manager, Robin Booth, CPA, CFE
30+ years of experience and knowledge of federal accounting and auditing standards, policies, and procedures including: 2.CFR Part 200, Uniform Guidance, GMRA, FFMIA, FMFIA, FISMA, GAGAS ("Yellow Book"), GAAP, USSGL, CFO Act, Improper Payment Act, SCRUM, and the Taxpayer Accountability Act.   - Manages all phases of contracts/projects/programs from inception to completion for the cost, schedule, and technical performance.   - Primary liaison to the Government/Customer to discuss costs, schedule, and performance; identifies program problems and assist in obtaining solutions.   - Develops project plans quality control plans, human resource plans, risk plans, audit plans, and all project planning documents   - Establishes milestones and monitors adherence to master plans and schedules such as allocation of resources or changing contractual specifications.
ARPA and CARES Act Grant Management
- Extensive experience in CARES Act and American Rescue Plan (ARPA); Successfully navigates clients through the new and evolving programs enacted due to the COVID National Pandemic, including the State and Local Fiscal Recovery Funds (SLFRF) and Emergency Rental Assistance Programs (ERAP).   - Created the ARPA Team consisting of BMC auditors, grants specialists, and analysts, who have been specially trained to provide ARPA grants management and monitoring services. This team is currently working with ten (10) clients consisting of Federal and State governments and municipalities (Cities, Counties, and Towns). This team provides the following services: - Development of project descriptions including performing project risk assessments, scorecards, budgets, and procurement plans for internal projects.   - Strategic planning and development of ARPA budgets including the revenue loss computations, infrastructure projects, community outreach,   - Preparation of the required quarterly (and/or annual) reporting.   - Development of core documents in compliance with the Uniform Guidance including subrecipient agreements, subcontracts, risk assessments, financial and performance report templates and toolkits, budget formats, and a tool to determine eligible activity.   - The team has developed policies and procedures in the areas of procurement, internal controls, subrecipient monitoring,

Program Manager, Robin Booth, CPA, CFE
cost principles (i.e., determining allowability of submitted request for reimbursement), and grant related accounting.   o Development of Notice of Funding Opportunities and managing the grant application process from intake to evaluation for awards   o Provides a platform/IT solution (IT Solution) for submitting applications, monitoring subrecipient agreements and subcontracts, accepting and monitoring financial and performance metrics reporting, accepting, and processing request for reimbursement, and expenditure reporting as required by Treasury.   o Responds to internal and external inquiries.   o Provides training and technical assistance to clients and subrecipients.   o Serves as a liaison to clients with the Federal government, subrecipients and the public.

Senior Manager – Vonyette Grant, MBA

Vonyette Grant, MBA — Senior Manager	
Education	**M.B.A. (Major: Finance/ Project Management), Walden University Baltimore, MD, 2007-2009** **Bachelor of Science Degree / Major: Accounting, Bowie State University Bowie, MD, 1994-1999**
Training/ Systems/ Certifications	- CPA candidate - Certificate of completion/ Incurred Cost Submission Training, Washington, D.C., 2011 - Proficient in Microsoft Office; specialized knowledge in ERP software - Regulatory Compliance and Reporting General Accounting and Month End Reporting - Domestic and International Corporate Taxation Execution of Audit Testing & Negotiation - Accounts Payable, Accounts Receivable and Reconciliations Forecasting, Budgeting & Variance Analysis
Relevant Experience	**Senior Manager, Booth Management Consulting (BMC), Columbia, MD, May 2015—Present** ***2018 to Present Senior Manager on the following related projects:*** • *Mississippi Department of Employment Security MDES)* • *Texas Department of Housing and Community Affairs (TDHCA)* • *City of Sun Prairie* • *City of Middleton* • *City of Las Vegas* • *City of Columbus* Due to the similarity of the contracts, Ms. Grant is the Senior Manager on contracts performing cradle to grave grants management services including financial and performance monitoring for the following grants: 1) ARPA grants; 2) multiple CARES Act grants relative to workforce; 2) Workforce Innovation and Opportunity Act (WIOA); 3) Senior Community Service Employment Program (SCSEP); 4) Mississippi Apprenticeship USA (MAP); 5) Governor's Grant and 6) Opioid Grant. For the CRF grant funds, we are receiving and reviewing reimbursement requests and determining if eligible expenses have been quantified and accurately presented for reimbursement. Ms. Grant ensures execution of the approved Project Management Plan, Quality Control Plan, and approved work program. Assign tasks to teams, oversee the completion of the tasks, responsible for ensuring tasks are completed by the agreed upon due dates. Review 100% of all work papers working closely with the Principal on the Quality Control Team. Ms. Grant is supported by grants specialists, auditors, and analysts assigned to each of the contracts who work closely with staff auditors to perform the work. Her current level of effort on all contracts is approximately 50%. Accordingly, she is available to perform as the Senior Manager on any new related contracts.

Vonyette Grant, MBA — Senior Manager

Ms. Grant's major accomplishments include the following:

- Development and update of the work program for workforce programs.
- Developed the risk factors and risk assessment tool currently in use by MDES for determining the nature, timing, and extent of the monitoring activities.
- Developed a desk review process for low-risk engagements.
- Developed work program for Coronavirus Relief Fund (CRF) and American Rescue Plan (ARPA)

Due to the excellent contract performance, the contract was expanded to include the CRF and ARPA programs.

Office of Housing and Urban Development, Quality Audit and Technical Assistance for the Comprehensive Housing Counseling Grant Program,

- Successfully completed Financial Analysis, Action Plan, and Technical Assistance and FARS for assigned agencies in a timely manner. Conducted onsite meetings with Subrecipients to discuss required implementation strategies for efficiency and effectiveness as well as provided recommendations on current processes were warranted

NeighborWorks / Project Reinvest Contracts

- Conducts assigned audit/review engagements successfully from beginning to end.
- Identifies and communicates issues raised, offering recommended solutions relevant to business and risk.
- Supervises Analysts/Auditors assigned to engagements providing guidance and overall review of deliverables

Defense Contract Audit Subrecipient (DCAA)
United States Subrecipient for International Development (USAID)

- Manage teams performing different types of contract audits, including Incurred Cost, Proposal, Cost Accounting Standards, Labor, Internal Controls, Provisional Billing Rates in accordance with Government Auditing Standards, Floor check, Adequacy and Compliance of Disclosure Statements, Paid Voucher Reviews, Forward Pricing Rate, and Billing Systems. Audits are performed in accordance with Government Auditing Standards (GAAS), Generally Accepted Accounting Principles (GAAP) Federal Acquisition Regulations (FAR) and agency acquisition regulations using standard work programs either developed by BMC or the standard work programs issued by the Defense Contract Audit Subrecipient (DCAA). Interprets and applies the Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulations (DFARS), and Cost Accounting Standards (CAS).
- Review draft audit reports including audit findings, conclusions and recommendations covering audit assignments
- Participate in meetings with contractor and acquisition personnel to discuss fiscal monitoring plans, present findings, or resolve material audit issues identified

Grants Manager – Gladys Vazquez, MBA

Grants Manager - Gladys Vazquez, MBA	
Education	BA- Business Management and Administration, SUAGM, August 2000 – May 2002 MBA, SUAGM, August 2002 – May 2004
Training/ Systems/ Certifications	- Proficient in Windows, Microsoft Office, MS Word, PowerPoint, Excel - Google Cloud Based Services for Businesses (Chrome, Mail, Drive/ Docs, Calendar, Sheets, Sites, etc.) - Salesforce - Project Management Certification - FDCPA - ISO Standards - FAR 31.205 - Neighborhood Watch for HUD
Relevant Experience	**Senior Grants Analyst** **Booth Management Consulting LLC, Columbia, MD** **March 2021 to Present Grants Manager on the following projects:** *Luzerne County* *Henry County* *City of Sun Prairie* *City of Middleton* *City of Columbus* *City of Las Vegas* Works with a team of 12 grants specialists on the above referenced contracts providing 1) assistance with the development of ARPA Plans and determination of ARPA eligibility; 2) performs project risk assessments and budgets in compliance with the Treasury's Interim and Final Rules, 2) meets with department heads to develop projects; 3) develops Notices of Funding Opportunities (NOFO) and performs grant application process, evaluation, and post -award; 4) prepares subrecipient, beneficiary, and subcontract agreements; 5) performs on-going subrecipient monitoring including review of financial and programmatic monthly/quarterly reports; 6) develops risk assessment tools and pre-award and post-award risk assessments of subrecipients; 7) based on the risk assessments, performs desk reviews or remote/on-site subrecipient monitoring on an annual basis; 8) assists with the preparation of ARPA Treasury reports; 9) processes subrecipient request for reimbursements; 10) responds to public inquiries; 11) facilitates training and technical assistance to ARPA subrecipients/beneficiaries/contractors; and 12) facilitates meetings, community outreach, and other internal and external communications associated with ARPA. **2016 to 2019 Senior Auditor on the following projects:** *NASA Shared Services Center (NASA)* *U.S. Agency for International Development (USAID)* *Defense Contract Audit Agency (DCAA)* *U.S. Department of Transportation, Federal Transit Administration* Supervise teams of 2-3 auditors performing contract and grant auditing including grant audits, indirect rate reviews, incurred cost audits, accounting system audits, and business system audits on multiple Federal, State, and local government

Grants Manager - Gladys Vazquez, MBA

contracts. Audits are performed in accordance with Government Auditing Standards (GAAS), Generally Accepted Accounting Principles (GAAP) Federal Acquisition Regulations (FAR), Cost Accounting Standards (CAS), 2 CFR Part 200 Uniform Guidance, American Association of State Highway and Transportation Officials (AASHTO) and Federal agency acquisition regulations using standard work programs either developed by BMC or the standard work programs issued by the Defense Contract Audit Agency (DCAA). Contract auditing services consists of, but are not limited to, incurred cost, accounting system (pre-post), disclosure statement, government property, estimating, and purchasing. Perform non-audit contract/grant services such as review of indirect cost rate proposals and price proposals, negotiating rates, cost realism analysis, and financial capability assessments.

2017-2019 Lead Auditor on the following projects:

U.S. Agency for International Development (USAID)
U.S. Housing and Urban Development (HUD)
NeighborWorks America

Supervise teams of 3-4 auditors on mid-risk engagements.
- Perform grant executions in conjunction with the grant award processing. Including reviewing financial information submitted such as budgets, single audits, and other financial information, comparing financial to performance (work plan) information and making a recommendation of award to HUD.
- Performs audits and reviews of grants and contracts consisting of, but not limited to, performing accounting system reviews, pre-award audits, incurred cost audits, financial feasibility reviews, purchasing reviews, and compliance reviews.
- Provides technical assistance and outreach activities performed to grantee/subrecipients and subrecipients.
- Conducts one-on-one on-site and remote training to grantees and subrecipients.
- Performs indirect cost rate reviews and negotiations including reviewing submissions, preparing the workpaper packages, making recommendations concerning the rate submissions, and negotiating the indirect rates.
- Plans and conducts testing procedures on an organization's internal control environment.
- Performs agreed upon- procedures consistent with Statements on Standards of Attestation Engagements #10, Federal Acquisition Regulations, Cost Accounting Standards and 2 CFR Part 200 regulatory requirements.
- Supervises and reviews work performed by less experienced staff and designated assignments.

Senior Grants Specialist –Stanley Gordon, MBA

Senior Grants Specialist – Stanley Gordon, MBA	
Education	**Graduate Certificate in Acquisition and Supply Chain Management, University of Maryland University College, August 2015** **Graduate Certificate in Project Management, University of Maryland University College, May 2014** **Master's Degree in Urban Planning, Design & Development, Cleveland State University, 1999** **Bachelor Degree in Urban Studies, Cleveland State University, 1994**
Training/ Systems/ Certifications	• SharePoint • Microsoft Word, Excel, Access, PowerPoint • Supply Chain • Disaster Recovery • Asset Management • Project Management
Relevant Experience	**Booth Management Consulting LLC, Columbia, MD** **August 2021 to Present Senior Grants Analysts on the following projects:** • *Luzerne County* • *Henry County* • *City of Sun Prairie* • *City of Middleton* • *City of Columbus* • *City of Las Vegas* Provides 1) assistance with the development of ARPA Plans and determination of ARPA eligibility; 2) performs project risk assessments and budgets in compliance with the Treasury's Interim and Final Rules, 2) meets with department heads to develop projects; 3) develops Notices of Funding Opportunities (NOFO) and performs grant application process, evaluation, and post -award; 4) prepares subrecipient, beneficiary, and subcontract agreements; 5) performs on-going subrecipient monitoring including review of financial and programmatic monthly/quarterly reports; 6) develops risk assessment tools and pre-award and post-award risk assessments of subrecipients; 7) based on the risk assessments, performs desk reviews or remote/on-site subrecipient monitoring on an annual basis; 8) assists with the preparation of ARPA Treasury reports; 9) processes subrecipient request for reimbursements; 10) responds to public inquiries; 11) facilitates training and technical assistance to ARPA subrecipients/beneficiaries/contractors; and 12) facilitates meetings, community outreach, and other internal and external communications associated with ARPA. **Administration (HRSA) Grants Management Specialist** **U.S. Department of Health and Human Services, Health Resources and Services** **March 2016 to July 2021** • Managed a complex portfolio consisting of Block Grants, Cooperative Agreements, and Discretionary Grants for the Maternal,

Senior Grants Specialist – Stanley Gordon, MBA

Child, and Health Systems Branch (MCHSB) throughout the life of the grant cycle.

- Responsible for monitoring and assuring that non-federal entities follow the terms and conditions found on their Notice of Award.
- Prepared Notice of Awards based on Notice of Funding Opportunities, prior approval requests, and closeout actions.
- Maintained security and accountability of classified information.
- Developed and negotiated budgets while providing expert technical assistance, guidance, and assistance on all aspects of grant/financial matters to internal staff, management and program officials, non-federal applicants and recipients, and review panels.
- Utilized expertise in interpreting, developing, and applying federal regulations, policies, and procedures as it relates to MCHSB grants and cooperative agreements.
- Conducted cost analysis, risk assessments, and apply Federal Uniform Guidance via 2 CFR 200 (Code of Federal Regulations) in the application of Federal financial administrative requirements and audit requirements for federal awards; determine allowability, allocability, necessity, and reasonableness of costs, and participate in compliance reviews and evaluation of financial assistance award actions.
- Collaborated with Bureaus and Offices on the status of funding memos and prior approval requests in order to complete budget analysis and develop options for action in order to meet departmental metrics and deadlines.
- Used Electronic Handbook and financial management tools (e.g., Payment Management System and Excel) to reconcile federal financial reports and closeout actions.
- Participated in a workgroup to review and develop Standard Operating Procedures for Federal Interest Disposition of Real Property and Equipment. Conducted internal training on Expanded Authority and the School-Based Health Centers Capital Program Application Review Process between Program Officers and Grants Management Specialists.
- Worked with non-federal entities, program office, and senior staff to plan and conduct site visits.
- Provided excellent customer service, written reports and recommendations to internal staff and non-federal applicants and grant recipients.

Project Manager
State of Maryland Department of Housing and Community
Development, Office of Community Programs, Community
Development Block Grant Division
October 2013 to March 2016
- Managed 25 Community Development Block Grants (CDBG) totaling $6.7 million and two Disaster Recovery II Grants totaling

Senior Grants Specialist – Stanley Gordon, MBA

$6 million to ensure compliance with applicable State of Maryland and/or Federal laws, regulations, and policies for CDBG projects.

- Monitored 23 CDBG Unit of General Local Government (UGLG) Grants; consisting of three desk monitoring and 20 on-site monitoring reviews.
- Focused on monitoring the Terms and Conditions Grant Agreements; including the review of Economic Development, Housing Rehabilitation, Financial Management, Labor Standards, and Procurement and Bonding.
- Provided reports and made recommendations for corrective action steps based on National Objectives and Eligible Activity findings.
- Managed the Integrated Disbursement and Information System (IDIS) and Federal Funding Accountability and Transparency ACT (FFATA) online databases.

Assistant/Neighborhood Stabilization Program (NSP), Community Planning and Development Specialist
U.S. Department of Housing and Urban Development (HUD), Office of Block Grant
March 2013 to Sept. 2013

- Provided technical assistance to NSP grantees as they implement the programs outlined in their approved action plans.
- Verified grantees' compliance for expenditure requirements for NSP1, NSP2, andNSP3 programs by using SharePoint.
- Responded to grantee inquiries on program rules and requirements. Assisted grantees in assuring that federal funds are expended by the statutory deadlines.

Marketing and Outreach Agent
City of Baltimore, Department of Housing and Community Development
August 2010 to March 2013

- Monitored land disposition agreement contracts between developers and Baltimore City to ensure compliance with applicable City requirements.
- Operated City of Baltimore Land Asset Management (CoBlam) online database to track, monitor, analyze, and dispose of City-owned single-, multi-family, and commercial properties.
- Created reports and maps on findings for upper management, elected officials, community-based groups, and potential developers.
- Provided technical assistance to homeowners, homebuyers, developers, community residents, and CHDOs with Baltimore Housing funding opportunities, initiatives, and programs.
- Assisted applicants with review and completion of Baltimore Housing's Vacants to Value Open Bid applications, Request-for-Proposals, and Community Development Clusters for the purchase of City-owned properties.

Senior Grants Specialist – Stanley Gordon, MBA

Senior Grants Specialist – LaAndra Jones, MBA

Senior Grants Specialist – LaAndra Jones, MBA	
Education	**M.A. Public Administration May 2008** Northern Illinois University, DeKalb, Illinois **B.A. Political Science May 2006** Hampton University, Hampton, Virginia
Relevant Experience	**Booth Management Consulting LLC, Columbia, MD, July 2021 to Present** **Senior Grants Analysts on the following projects:** • *Luzerne County* • *Henry County* • *City of Sun Prairie* • *City of Middleton* • *City of Columbus* • *City of Las Vegas* Provides 1) assistance with the development of ARPA Plans and determination of ARPA eligibility; 2) performs project risk assessments and budgets in compliance with the Treasury's Interim and Final Rules, 2) meets with department heads to develop projects; 3) develops Notices of Funding Opportunities (NOFO) and performs grant application process, evaluation, and post -award; 4) prepares subrecipient, beneficiary, and subcontract agreements; 5) performs on-going subrecipient monitoring including review of financial and programmatic monthly/quarterly reports; 6) develops risk assessment tools and pre-award and post-award risk assessments of subrecipients; 7) based on the risk assessments, performs desk reviews or remote/on-site subrecipient monitoring on an annual basis; 8) assists with the preparation of ARPA Treasury reports; 9) processes subrecipient request for reimbursements; 10) responds to public inquiries; 11) facilitates training and technical assistance to ARPA subrecipients/beneficiaries/contractors; and 12) facilitates meetings, community outreach, and other internal and external communications associated with ARPA. • **NeighborWorks America, March 2013-June 2021** **National Initiatives Division, Washington, DC** *Program Manager August 2018 – June 2021* • Managed a multi-million-dollar fee-for-service home ownership counseling initiatives program in partnership with the Wells Fargo Foundation to provide pre-purchase housing counseling funds to over 120 grantees in seventeen nationwide markets. • Collaborated with software development vendors and supervised program staff to ensure key targets and milestones were met in the grant program. • Launched a new comprehensive data collection system to track client data and payment details to grantees. • Spearheaded the corporate Workplace Employee Advisory Committee under the Diversity and Inclusion Director; create diversity and inclusion policies and procedures and implemented an 'equity lens' to be integrated across NeighborWorks' national offices and networks. • Advised corporate leadership on current diversity and inclusion practices. *Manager, Quality Control & Compliance , July 2016 – December 2018*

Senior Grants Specialist – LaAndra Jones, MBA

- Managed and strengthened quality control and compliance for a $122.5 million-dollar grant program providing financial capability services and economic development opportunities to communities nation-wide.
- Developed testing procedures and risk rating analysis used to select grantees for compliance testing.
- Researched and oversaw the implementation of federal guidance and regulations from the OMB Uniform Guidance and Title 2 of the Code of Federal Regulations (2 CFR 200).
- Supervised a team responsible for providing daily compliance, oversight, and monitoring. This included global compliance oversight, audit reviews, oversight and approval of grantee disbursements, guidance to program staff on policies related to funding announcements, grant agreements, and grant addendums.
- Oversaw and guided the internal and external compliance review process.

Specialist, Quality Control & Compliance, December 2014 – July 2016
- Managed the creation of grantee compliance reports for on-site audit reviews for a national foreclosure mitigation counseling program and an emergency homeowners loan program.
- Formulated compliance and audit reviews by evaluating financial documentation, audit reports, and client files documentation to ensure programmatic compliance.
- Provided qualitative and quantitative analysis to create quarterly compliance updates for executive leadership.
- Reviewed and negotiated vendor and consultant contracts, worked directly with executive officers to coordinate approval signoffs, and worked with members of the planning committee to develop all logistics related to the execution of the biennial All Staff Corporate Meeting for over 400 staff members.

Grants Specialist, March 2013 – December 2014
- Developed and streamlined quality control measures to manage over $7 million in grant disbursements to over 90 grantees for a U.S. Department of Treasury funded program.
- Facilitated and tracked grantee disbursement approvals through close coordination with internal stakeholders and created individualized monthly reporting forms for grantees to track disbursements.
- Reviewed and approved quarterly reports and outreach funds expenditure reports, evaluated grantee compliance, and provided recommendations to hold funding for organizations that were not in compliance while also providing technical assistance to organizations to help them meet production goals.

St. Ambrose Housing Aid Center, July 2012 – March 2013
Compliance Officer Baltimore, Maryland
- Managed post-award grants and contract management for the Homeownership, Foreclosure Prevention, Legal, and Home-sharing Programs.
- Developed policies and procedures for streamlining and improving the accuracy of production and compliance reports as set by funders.

Senior Grants Specialist – LaAndra Jones, MBA

- Developed an internal system for client file monitoring and compliance and implemented a compliance review process for the Pre-Purchase and Foreclosure Prevention programs.
- Provided staff training on programmatic and compliance requirements for awarded grant contracts.

Maryland Dept. of Housing & Community Development, July 2009 – June 2012
Division of Neighborhood Revitalization, Crownsville, MD
Project Manager, June 2010 – June 2012

- Managed the Maryland Housing Counseling Fund - a statewide grant program for housing counseling agencies and legal organizations to provide foreclosure prevention assistance.
- Developed and led the pre- and post- grant application review process, advised senior-level staff on funding opportunities, oversaw the grant distribution and agreement process to awardees.
- Created a grant disbursement and execution schedule to track approved grants through the internal grants management system, oversaw programmatic compliance, and provided on-going analysis to both internal and external partners.
- Organized and coordinated 8 regional Emergency Mortgage Assistance program events to allow constituents to directly apply for mortgage/loss mitigation assistance and connected them to housing counselors and foreclosure attorneys.

Governor's Policy Fellow, July 2009 – June 2010

- Managed the Smart Sites Designation Program, a series of site-specific capital projects that encourage public/private investment, transit-oriented development, and green building practices in existing communities around Maryland.
- Co-authored the Neighborhood Business Works Program Analysis and Economic Impact Report, which provided qualitative and quantitative analysis of 264 Maryland potential applicants that received Neighborhood Business Works loans.

Senior Auditor – Hayward Coe, CPA	
Senior Auditor - Hayward Coe, CPA	
Education	**Bachelor of Science in Accounting, Bradley University, Peoria, Illinois**
Training/ Systems/ Certifications	• Certified Public Accountant, District of Columbia, #43615 • Grants Management Certificate
Relevant Experience	**Booth Management Consulting LLC, Columbia, MD** **April 2021 to Present on the following projects:** • *City of Sun Prairie* • *City of Middleton* • *City of Columbus* • *City of Las Vegas* • *Luzerne County* Mr. Coe is the Grants Specialists for the ARPA Team. Working under the direction of the Grants Manager, He provides 1) assistance with the development of ARPA budgets; 2) performing project risk assessments and budgets in compliance with the Treasury's Interim and Final Rules, 2) meeting with department heads to develop projects; 3) developing Notices of Funding Opportunities (NOFO) and grant application intake and processing; 4) development of subrecipient and subcontract agreements; 5) performing on-going subrecipient monitoring including review of financial and programmatic monthly/quarterly reports; 6) developing risk assessment tools and pre-award and post-award risk assessments of subrecipients; 7) based on the risk assessments, performing desk reviews or remote/on-site subrecipient monitoring on an annual basis; 8) assisting with the preparation of Treasury reports; 9) processing subrecipient request for reimbursements; 10) responding to public inquiries; 11) providing training and technical assistance to Cities and subrecipients; and 12) facilitating meetings, community outreach, and other internal and external communications associated with ARPA. **Senior Finance Consultant** **Robert Half Management Resources, West PALM, Miami, FL** **June 2017 to Present March 2021** • Responsible for managing clients' post-award management activities, including monitoring the financial performance of grants and contracts to ensure compliance with client and sponsor policies and consistency with sponsor-approved budget • Perform financial review and control activities, such as personnel charges, expense review and approval, account extensions, and closeout activities, preparing monthly forecast projections • Handle payroll distribution and certification, cost sharing and matching requirements, other terms, and conditions of the award; and preparing annual and final reports and financial analysis for faculty and PIs • Oversee and lead budgeting and planning process in conjunction with senior management, monitor progress and inform leadership on

Senior Auditor - Hayward Coe, CPA

organizations financial status
- Perform financial transactions, such as approving credit card charges, reimbursements, and travel reports, ensuring the accuracy of grants related transactions in conjunction with CFR 200, Subpart E – Cost Principles
- Create monthly grants aging report for management review
- Ensure the work-papers prepared by staff, as well as fiscal data compiled for inclusion of the Supplementary Schedule of Expenditures of Federal Awards (SEFA) is compiled accurately and within the established guidelines
- Assist in development of Single Audit findings responses and worked with user departments to create and implement action plans
- Assist in implementation of a contracts/grants management and financial reporting
- Ensure that the contract/grant billing and collection schedule was adhered to, cash flow was steady and supported operations

Associate Director Finance/Grants
Salish Kootenai College, Pablo, MT
September 2012 to March 2017
- Responsible for directing grant accounting functions (pre/post-award, closeout) totally $18m annually, including a range of funding sources from private, local, state, and federal grants
- Developed subaward/subcontracts as required, designed grant making processes, drafted first-ever institutional policy and procedures manual, and optimized operations, leading to greater institutional capacity and the internal integration of program evaluation and grant functions
- Designed, drafted (budget justifications), and submitted RFPs project proposals in collaboration with the college audience
- Forecasted the institution's $32m annual budget, including cost allocation, by coordinating with college department heads, faculty, and staff
- Effectively negotiated and developed the Indirect Cost Rate Agreement.
- Spearheaded the annual and grantor required audits (OMB A-133), including preparing schedules for external audit validation, completing the Schedule of Expenditures of Federal Awards, developing disclosure notes, etc., and 990
- Evaluated and assured that all appropriate controls and accounting practices followed appropriate guidelines, policies, and regulations
- Offered exceptional leadership, coaching, and counseling skills while drafting financial and grant reports and briefing senior management and the board of directors
- Responsible for designing grant reporting and conducting post-award analysis to determine management, financial and administrative issues, allowing college stakeholders to streamline Workplan and maximize outcomes

Senior Auditor - Hayward Coe, CPA	
	• Responsible for instrumental in streamlining grant reporting, budgeting, and internal financial reports offering an integrated view of college finances and operations to executive management and board of directors

Auditor – Corey Britt	
Auditor Corey Britt	
Education	**Bachelor of Science in Accounting, Minor in Marketing, Old Dominion University, Norfolk, VA, 2009**
Training/ Systems/ Certifications	• Proficient in Windows, Microsoft Office, MS Word, PowerPoint, Excel • Proficient in U.S. GAAP • QuickBooks • Peachtree Accounting • Deltek PC • Costpoint 6 & 7 • Drake Software • Platinum for Windows • ReconNet • NetSuite • MIP Fund Accounting
Relevant Experience	**Auditor/Accountant** **Booth Management Consulting** **Columbia, MD** **February 2021 to Present** *Current Projects:* • *Workforce Solutions Rural Capital Area* • *Pima County* • *Santa Cruz County* • *City of Sun Prairie* • *Mississippi Department of Employment Services* • *City of Columbus* *Responsibilities:* • Perform financial and programmatic monitoring performing all procedures in the work program. • Reconcile financial transactions to accounting system. • Assist with updating work programs for new grant projects. • Develop sampling plans and pull statistically valid samples, where applicable. • Participate in entrance and exit conference. • Perform testing of transactions and internal controls documenting findings and/or deficiencies. **Staff Accountant** **Capital Area Health Network, Richmond, VA** **October 2018 to August 2020** • Prepared monthly Financial Statements by collecting, analyzing, and reporting data from an Accounting Software • Oversaw the General Ledger, Fixed Assets, Bank Reconciliations, Daily bank deposits for cash & credit cards, Internal Controls, and Financial Discrepancies • Tracked revenue and expenditures for Federal, State, and Local Grants

Auditor Corey Britt

- Developed grant budgets to be approved by Board Members or Agencies
- Prepared and posted journal entries for General Ledger
- Assisted with Annual Financial Audits and Federal Reporting
- Complied with GAAP
- Managed Accounts Receivable for patients and customers

Sales Audit Analyst
Bowlero Corporation, Inc., Columbia, MD
September 2016 to July 2018
- Audited revenue consisting of cash, check, credit card, and gift card payments for 35-40 bowling centers on a daily basis
- Executed bank reconciliations through the company automated system
- Analyzed and communicated monetary discrepancies with over/short variances to the center
- Reviewed event contracts to ensure accurate accounts receivable balances
- Ensured data reporting from Point-of-Sale system is posted correctly
- Approved and reviewed monthly inventory for Cost of Sale
- Prepared journal entries for General Ledger
- Researched account information pertaining to Profit/Loss statement
- Oversaw the center paid out reports

Accounts Payable Specialist
Strange's Florists, Greenhouses, & Garden Center, Inc., Richmond, VA
May 2015 to March 2016
- Processed checks and credit card payments to vendors for the entire company
- Audited invoices prior to payment
- Coded and vouchered invoices into the financial data processing system
- Handled company vehicle fuel card/expenses
- Processed online orders for floral arrangements
- Reconciled company credit card
- Balanced check register/ledger
- Created Purchase Orders to account for inventory
- Developed SKUs for sales processing
- Reviewed customer statements for accuracy that corresponds with company invoices

Accounting Specialist III
VT Services, Wheeling, IL
October 2009 to November 2014
- Responsible for auditing and reviewing material purchasing for company expensing
- Reconciled company credit cards
- Reconciled bank statements monthly for every division of the company
- Recorded journal entries for accounting month end/year end
- Coded and vouchered company expenses into the financial data processing system, Deltek PC

Auditor Corey Britt
- Audited and posted accounts receivable cash receipts for company Aging Report   - Printed and reviewed company inventory reports   - Audited company vehicle and computer logs to post weekly unit usage   - Extracted general ledger information   - Reconciled report discrepancies and problems

Project Editor/Technical Writer – Kyla Cullinane

Project Editor/Technical Writer – Kyla Cullinane		
Education	**University of Baltimore, Baltimore, MD** *Master of Fine Arts Creative Writing and Publishing Arts*	**2021**
	Colorado State University, Fort Collins, CO *Bachelor of Arts English*	**2015**
Skills	**Systems** ▪ Microsoft Office Suite (Word, Excel, PowerPoint, Publisher, Access, etc.) ▪ Record Management ▪ eFAACT ▪ Adobe Suite (PDF, Acrobat, Photoshop, InDesign, Illustrator) ▪ Newsletter creation ▪ Canva graphic design ▪ Social Media management ▪ Scrum project management	
Relevant Experience	**Booth Management Consulting, LLC**	
	Project Editor/Technical Editor	**2022 - Present**
	Current Projects ▪ Mississippi Department of Employment Security MDES) ▪ City of Middleton ▪ City of Las Vegas ▪ City of Columbus ▪ Workforce Solution Rural Capital Area ▪ Henry County ▪ NASA ▪ Washington River Protection Solutions ▪ Luzerne County	
	Responsibilities ▪ Prepares, edits, compiles, formats, documents, and reports for dissemination to the public or to the client. ▪ Ensures all contract policies are followed in terms of reporting standards and communication standards. ▪ Edits documents and content. ▪ Compiles Project Summary Plans, proposals, contract documentation, NOFOs, and other project related documents ensuring accuracy, and grammar.	
	Kyla M. Cullinane, LLC	
	Freelance Editor	**2021 – Present**
	▪ Compiles government proposals (responses to RFPs, RFIs, Past Performance, etc.) for several IT government contractor clients	

Project Editor/Technical Writer – Kyla Cullinane	
	▪ Edits, and critiques application essays for undergraduate and graduate prospective students to both private and public secondary institutions. ▪ Invoices, and writes client contracts for large projects requiring multiple payments. ▪ Maintains accounting and business management responsibilities. ▪ Networks and acquires clients
Business Analyst	
KSApex LLC	**2021**
	▪ Assistant to the CEO and Project team for an IT Database contract for the Library of Congress ▪ Compiled reports on a weekly, monthly and by sprint basis ▪ Authored emails and maintained communication between contractors, SMEs, and their government counterparts. ▪ Maintained meeting minutes and transcriptions through live transcription of meetings. ▪ Familiar with 508 Compliant guidelines and Scrum Project Management Principles ▪ Software: Jira, Confluence, SharePoint, Outlook.
Senior QC Editor	
Ivy League Consulting	**2018-2021**
	▪ Managed 20 editors in revising, copyediting, and compiling application materials for prospective graduate students. ▪ Edited documents for syntax, style, grammar, and structure from non-English speaking clients. ▪ Performed some counseling services in researching programs and schools on an as-needed basis

Lead Project Coordinator – Summaria Kirkpatrick

Lead Project Coordinator – Summaria Kirkpatrick		
Education	**Johnson C. Smith University, Charlotte, NC** *Bachelor of the Arts in Communication*	**2011**
Skills	**Systems** ▪ Microsoft Office Suite (Word, Excel, PowerPoint, Publisher, Access, etc.) ▪ Record Management ▪ eFAACT ▪ Egencia Travel Management ▪ Adobe Suite **Training** ▪ Aurora Training **Certifications** ▪ Minute Taking 101: Tips and Tricks to Own Your Meetings	
Relevant Experience	**Booth Management Consulting, LLC**	
	Project Coordinator	**2021 - Present**
	Current Projects ▪ Mississippi Department of Employment Security MDES) ▪ Texas Department of Housing and Community Affairs (TDHCA) ▪ City of Sun Prairie ▪ City of Middleton ▪ City of Las Vegas ▪ City of Columbus ▪ Workforce Solution Rural Capital Area	
	Responsibilities ▪ Acts as key point of contact and liaison for projects. ▪ Updates and maintains project management databases and CaseWare document repository files for all contracts, including confirming contractor information, scheduling. ▪ Assists operations and support staff with their assigned duties, particularly when more advanced, skilled, or sensitive work is required. ▪ Maintains general office scheduling and tracking as it relates to personnel. This includes updating phone extensions, and the company directory. ▪ Produces and distributes a variety of memos, office letters, bulletins, charts, proposals, correspondence. ▪ Maintains, orders, and dispenses all office supplies. ▪ Maintains the filing system for the company ensuring that documents are filed appropriately and in a timely manner and updates regularly; maintain computer and manual filing systems.	

Lead Project Coordinator – Summaria Kirkpatrick	
	▪ Monitors employee compliance with timekeeping policies and procedures. ▪ Collects and reviews all expense reimbursements reports. ▪ Prepares travel reports for invoicing pulling information from the various company systems (eFAACT, Travel Management, etc.) ▪ Handles and maintain the Executives' schedule daily providing them with updates as needed. ▪ Oversees telephone/conference line services, email set-up and correspondence, and mail distribution. ▪ Communicates with personnel, under the direction of Executives and designated management about any matters affecting the business. This includes payroll issues, personnel issues, scheduling issues and any other issues requested by Management. ▪ Prepares contract reports for Microsoft and any other database as determined by the company. ▪ Assists in maintaining the company's project management system, working closely with the Principal and/or Client Service Coordinator. ▪ Communicates with client service staff on assignments, as directed. ▪ Assists in administrative aspects of client service activities. ▪ Assists with checking and reviewing a variety of data for completeness in performance
Sandy Spring Bank	
Client Service Specialist	**Nov 2020 – Feb 2021**
	▪ Interacted with clients in a courteous, professional manner. ▪ Provided prompt, efficient, and accurate service via telephone. ▪ Responded to customer inquiries and provided immediate support ▪ Solved routine issues by researching and collecting data to provide clients with clear solutions ▪ Participated proactively in all trainings, both online and in-person ▪ Worked cohesively with colleagues to ensure accurate knowledge of new products and services
Covance, Inc.	
Program Specialist/Care Manager	**Dates**
	▪ Responsible for supporting the operations of Intelligencer(TM) programs including, but not limited to, reimbursement hotlines, patient assistance programs, foundations, safety surveillance programs and compliance programs. ▪ Developed status reports, articulated data calls, authored correspondences, collaborated special projects, customized weekly reports, updated internal databases daily, briefed management on program processes.

Lead Project Coordinator – Summaria Kirkpatrick
- Kept management informed about any financial, schedule and administrative issues.   - Continuously updated the system with patient enrollment, denials, approvals, payment processing, withdrawals, shipments, and caller requests per program specifications.   - Received and screened internal and external messages, prioritized and delivered information to leadership   - Conducted insurance verifications to confirm patient benefits; facilitated the prior authorization process on behalf of patients; assisted with problem claims and performed case management per program specifications.