

Original

REQUEST FOR PROPOSAL #2023-028

**The North Central Texas Council of Governments**  
**Grant Management and**  
**Consulting Services**

Due: 06.22.2023

Submitted by: Metric Consulting, LLC

**Tab A**

**Cover Sheet**

**A**



**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.

Metric Consulting, LLC

Legal Name of Proposing Firm

Suzanne Settoon

Vice President of Disaster Recovery and Resiliency

Contact Person

Title

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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

## A. Statement of Understanding

**Metric Consulting, LLC (Metric)** is pleased to submit our proposal for **Grant Management and Consulting Services (Request for Proposal # 2023-028)** for the North Central Texas Council of Governments (NCTCOG). We understand that NCTCOG is seeking experienced firms to provide grant administration and consulting services to the NCTCOG TXShare Cooperative Purchasing Program. Metric understands that the awarded contract will be promoted via the TXShare Cooperative Purchasing Program for use by public-sector member entities of the cooperative purchase program.

Metric has vast knowledge and experience with federal funding sources, including, but not limited to: the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, including hazard mitigation grants, U.S. Treasury American Rescue Plan Act (ARPA) Programs, U.S. Department of Housing and Urban Development (HUD) Programs such as the Community Development Block Grant-Disaster Recovery (CDBG-DR) Program, the Community Development Block Grant-Mitigation (CDBG-MIT) Program, the Development Block Grant- CARES Act (CDBG-CV), the HOME Investment Partnerships Program and most recently the HOME Investment Partnerships American Rescue Plan Program (HOME-ARP). Metric is also intimately familiar with the Texas Department of Transportation (TxDOT), and other state and locally funded grant programs.

With our experience in grant consulting and project management, Metric offers NCTCOG an unrivaled experience of transparency, efficiency, accuracy, and quality throughout the duration of your project. Metric can be there for you throughout the entire process providing all necessary services, including grants management overarching activities, all tasks mentioned in RFP # 2023-028, and compliance with 2 (CFR) 200.

Our experience with immediate emergency disaster response as a leading debris monitoring firm quickly led us into other areas of disaster management, including oversight of housing programs in Texas and New York. As we continued to delve further into disaster response and recovery, this experience led us to different areas and a diverse array of grant consultation. We have served many clients across the United States (US) by providing grant writing and management services, application assistance, procurement assistance, program design and implementation, case management, data collection, audit preparation, and so much more. Our team can easily and enthusiastically support the NCTCOG TXShare program clients through any grant management process and also ensure that all applicants and participating entities can safely and compliantly make purchases through the procurement process with ease and understanding of the process.

**Tab B**

**Executive  
Summary**

**B**

## B. Executive Summary

We look forward to the opportunity to provide an encompassing suite of support services to help interested public sector entities through the TXShare Cooperative Purchasing Program maximize federal and state grant funds. Metric will work in tandem with the necessary agencies throughout all grant processes and ensure all services provided adhere to federal and state requirements. Driven by expertise and passion at our core, we offer a clear road to successful grant administration and long-term recovery from disasters.

Our team provides an expanding line of services that includes federal grant administration, grant proposal development and management, economic revitalization, planning, debris monitoring and management, and public communications. We offer unparalleled experience in managing FEMA-PA and Hazard Mitigation Grant Program (HMGP), CDBG-DR, and many other federal and state programs that **will expedite financial recovery and minimize timing for reimbursement**. We will ensure that all compliance, statutory and regulatory mandates are met including, but not limited to, Stafford Disaster Relief and Emergency Assistance Act provisions and regulations; 44 CFR and 2 CFR part 200, OMB Uniform Administrative Guidance; Sandy Recovery Improvements Act (SRIA) of 2013; Disaster Relief Act of 2019; and FEMA Public Assistance Program & Policy Guide.

To truly understand our story and the compassion we bring to the disaster recovery industry, it's only fitting to flash back a few decades. **Metric Engineering, Inc. (Metric Engineering)**, our partner company, was founded in July of 1976 as a Miami-based, minority-owned business with a focus on transportation planning and engineering, technology, and environmental services. After approximately 16 years in business, Metric Engineering's headquarters was ravaged by Hurricane Andrew - which turned Metric Engineering's world upside-down. Making landfall as a Category 5 hurricane, Hurricane Andrew was the most destructive hurricane to ever hit Florida and remained the costliest hurricane in Florida's history until 2017.

Since our beginning in disaster recovery was catapulted by Hurricane Andrew in 1992, Metric has managed and monitored numerous emergency and disaster recovery contracts.. **To best serve their clients while also offering an expanding line of services that reached beyond emergency management and recovery, the founders of Metric Engineering established Metric Consulting, LLC (Metric) in June of 2015**. Since our beginning, we have guided and trained our clients on how to efficiently implement strategic goals and objectives, and we have successfully supported clients through numerous monitoring visits and compliance reviews by oversight for entities such as FEMA, HUD, the Florida Office of Inspector General (OIG), and others.

Our team will take a commonsense approach to ensure your grant administration, planning, and disaster recovery processes are effective and efficient by adhering to the following principles:

- 1. Providing Qualified and Capable Personnel** | We believe that quality begins at the top and is demonstrated by personnel who lead through example. Our team is led by Suzanne Settoon, who is

available for any correspondence regarding this RFQ and offers over 20 years of disaster planning and recovery program experience. She is supported by a diverse and highly experienced team that was handpicked for this project. The team members we outline in this proposal will be the team members that will work with the NCTCOG.

**2. Establishing a Realistic Schedule and Budget** | Each contract is unique and has its own demands, requirements, and solutions. Our team will develop a “Strategic Project Management Plan” that incorporates a comprehensive set of qualitative and quantitative performance metrics to provide realistic timelines to ensure that all deadlines are met. Our strategy has been proven in our previous contracts.

**3. Serving as an Extension of our Clients** | As your partner, we are directly responsible for the client’s success. We will center our partnership around communication, compromise, and cohesion. Quality is not limited to one finite area of operations. It is a foundational component of our culture and is maintained in every task our team executes.

We will follow these principles to ensure all clients can effectively execute grant management efforts and initiatives. We have a large staff of grant management professionals and support personnel who are available for future contracts, and we are committed to providing outstanding service that results in cost-effective and community-driven solutions. Metric is capable and prepared to offer all elements outlined in the scope of work and look forward to the opportunity to serve clients through NCTCOG’s TXShare Cooperative Purchasing Program.

**Tab C**

**Experience and  
Key Personnel**

**C**



## C. Experience and Key Personnel

**Metric Consulting, LLC (Metric)** is a privately held, minority and woman-owned consulting firm specializing in comprehensive grant administration and management, disaster recovery, debris monitoring and management, and short and long-term recovery from natural disasters and manmade events. Metric was founded in June of 2015 as a firm dedicated to pursuing long-term recovery and resilience. Prior to 2015, we were the EMS division of Metric Engineering, Inc. - a well-renowned transportation planning and engineering firm with over 46 years of transportation engineering experience and three decades of disaster recovery experience. **Metric's federal reimbursement rate is second-to-none in the industry. With over \$2 billion in recovered costs and a 99.9% cost recovery rate, Metric is extremely proud of the success of our project management experts.** Metric's knowledge of federal and state level reimbursements spans multiple agencies, regions, and niche services. Metric is also Women's Business Enterprise National Council (WBENC) Certified and a copy of our certification has been included within our submittal.

Our team are experts in comprehensive grant and project management planning and plan development that has focused on mitigation, incident operations, logistics, recovery, and continuity of operations. Metric's grant management approach is backed by a foundational belief that no matter the funding stream, compliance is a key component to protecting your recovery dollars. We have extensive experience in program design and policy development, vendor management, federal procurement regulations, and grant management and closeout.

Our team has in-depth experience in federal regulations and funding sources, and our expertise has been utilized by communities of all sizes throughout the United States. We understand the intricacies of the laws, regulations, policies, timelines, and processes of a variety of federal regulations, and we can break these topics down into simple terms and easily understood action items. Our interdisciplinary team has extensive experience providing consultation services and project management for various funding programs.



In addition to being well-versed in a variety of federal, state, and local funding sources, our team has successfully applied for and won funding for a diverse set of clients throughout the United States. As a firm, we have provided grant writing and administrative services for 10+ years, including work on infrastructure development and maintenance, technology, transportation, workforce development, records management, energy efficiency, and sustainability projects.

Our experience has taught us the importance of understanding the funding sources that our clients use to finance their projects. Metric has worked with the TxDOT as well as the Texas General Land Office to provide grant administration, case management, and debris monitoring services. We know that the myriad of regulations governing federal, state, and local funding streams are complex and based on decades of precedent. Our team knows how to successfully navigate the intricacies involved with federal, state, and local programs throughout each step of the process - from grant research and development to grant management and the successful allocation of awarded funds.

## Grant Management Experience

Our grant management approach is backed by a foundational belief that no matter the funding stream, compliance is a key component to protecting our client’s funding. We have extensive experience in program design and policy development, vendor management, federal procurement, and grant closeout.

Our expertise enables us to anticipate and avoid significant issues, both pre- and post-program launch. We are familiar with the requirements of federal, state, and local funding and have assisted grantees during all phases of grant administration - from the development of Action Plans and unmet needs assessments through project closeout. We have supported our clients in efforts that have included:

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Planning and needs assessment</li><li>• Action Plan writing and program design</li><li>• Policy development</li><li>• Eligibility and duplication of benefits reviews</li><li>• Regulatory coordination</li><li>• Construction management</li><li>• Project monitoring</li><li>• Case management</li></ul> | <ul style="list-style-type: none"><li>• Reimbursement services</li><li>• Payment reconciliation</li><li>• Procurement development and oversight</li><li>• Cross-cutting compliance</li><li>• External relations</li><li>• Stakeholder engagement</li><li>• Financial management</li><li>• Identify funding for cost-share requirement</li></ul> |
|--|---|

Our team is confident in our ability to reach and engage stakeholders to effectively analyze the required collected data to have the greatest impact on the definition and future achievement of our client’s goals and objectives and can provide the grant management experience to ensure your success. This experience also uniquely positions our team to provide highly experienced technical personnel who can conduct not only the needed data acquisition but also offer a background in overall planning and project management. Metric has strong, specific, and documented experience as a compliance expert with 2 CFR Part 200 and the administration of federally funded construction and non-construction projects. Further details on our project history are provided below.

## City of Columbus, Ohio | HOME-ARP Consultation Services

Metric was selected by the City of Columbus, Ohio to provide grant consultation services for the City's \$16 million allocation of HOME-ARP funding. As a HOME program participating jurisdiction, the City's allocated funds are intended to reduce homelessness and increase housing stability across the country. Metric's team created a detailed project work plan and a proposed project schedule that includes critical path milestone deadline dates, consultant personnel assigned to the project team, identified potential issues and corresponding risk mitigation steps, and a project task list that identifies the steps the consultant will take to accomplish the key objective of a compliant and comprehensive funding Allocation Plan.

Based on the Allocation Plan, Metric designed and implemented stakeholder engagement strategies, including an online survey and in-person input meeting. The team ensured a wide range of housing service providers were consulted, including but not limited to members of the City of Columbus and Franklin County Continuum of Care (CoC), homeless and domestic violence service providers, veterans groups, the public housing agency serving the City's geographic area (Columbus Metropolitan Housing Authority), public agencies that address the needs of the qualifying populations, and both public/private organizations that address fair housing, civil rights, and the needs of persons with disabilities. With the data compiled, the Metric team assisted the City in the required consultation services report for the Allocation Plan.

Through extensive research and a thorough review of documentation provided by the City, the Metric team also created the required needs assessment and gap analysis report for the Allocation Plan. Metric's team continued to work with the City to complete the entirety of the Allocation Plan and the required public participation through HOME-ARP's March 31st, 2023, submission deadline. The City's plan was accepted by HUD on first submission.

## Franklin County, Ohio | HOME-ARP Consulting Services

Metric worked with Franklin County, Ohio to develop a HOME-ARP Allocation Plan in which the County was allocated over **\$3 million dollars**. Our team worked closely with County staff to make sure their needs were met every step of the way. We assisted the county by holding both in-person and virtual public participation meetings where we received feedback from stakeholders, service providers, and county residents in the community. This feedback was closely analyzed and used to formulate an allocation plan that would make the greatest impact on homelessness in Franklin County.

Other tasks performed included developing an Allocation Plan schedule, conducting the required agency and service provider consultation process, developing the Allocation Plan in compliance with all HOME-ARP regulations, conducting required public participation, and assisting the County in the submission of the final Allocation Plan to HUD.

Once the plan was created and approved by County staff and administration, Metric assisted further by completing HUD required forms needed for submission. Franklin County submitted their complete

allocation plan to HUD by the submission deadline and were approved in April 2023. Post approval, Metric's team provided the County with all necessary closeout documents.

## **Collier County | CDBG, HOME, ESG, CDBG-CV and EGS-CV HUD Grant Environmental Documentation**

Metric conducts site-specific environmental reviews and prepares appropriate NEPA documentation. Our team begins by screening projects and determining the appropriate Classes of Action and level of required documentation. Our team then collects the necessary data through desktop and field evaluations and develops the associated NEPA checklists, maps and supporting documentation to demonstrate compliance with HUD requirements. Public involvement and notification are often required, and we then identify if the 8-step or 5-step processes are required and if so, we prepare necessary documentation for public notice.

There have been 16 Task Work Orders to date. Projects with potential for minor environmental impacts are categorically excluded and listed as exempt. Other projects have a greater potential for impacts as they result in real changes to the physical world, like exterior improvements to buildings or installing public infrastructure. If a project does not involve a change in land use or expansion of residential densities, it can often be categorically excluded under 24 CFR Part 58.5. Flood zones are a major concern in this region, and each project requires coordination with the State Historic Preservation Officer to confirm there are no historic districts or buildings that may be affected.

## **DeSoto County | Environmental Review of CDBG-MIT & CDBG-CV Funded Projects**

Metric provides environmental reviews of current and anticipated HUD CDBG-MIT and CDBG-CV projects. Metric has conducted environmental assessments and tiered environmental reviews that satisfy all HUD requirements under 24 CFR Part 58, in accordance with all applicable laws and regulations on the federal, state, and local levels. Our team leads the development of the corresponding Environmental Review Records (ERRs). Metric oversees the environmental assessments of an array of potential impacts, including land development, community facilities, healthcare, social services, solid waste disposal, wastewater, water supply, public safety, parks, recreation, water resources, vegetation, wildlife, and more. Metric provides a comprehensive ERR for the pre-project environmental conditions, the anticipated environmental impact of the proposed activities, and any potential mitigation measures that may be needed to bring the project into environmental compliance.

## **Pasco County, Florida | Emergency Management and Grant Program Services**

In 2017, Metric was selected by Pasco County for a five-year retainer contract to provide ongoing disaster recovery and hazard mitigation consulting services, which has since been extended for an additional year. Since then, Metric's team of professionals have served as FEMA PA and HMGP fiscal recovery consultants for Hurricanes Hermine and Irma, as well as the COVID-19 pandemic. Metric is responsible for establishing consistent oversight standards, providing proactive technical assistance and

communication, centralized data and reporting, effective quality management protocols, reviewing and improving procedures, and oversight of reimbursements and financial management. **Over the course of the contract, Metric has supported Pasco County in recovering nearly \$15 million in federal grants.**

#### Activation: 2016-2017 Hurricane Hermine



Following Hurricane Hermine in 2016, Metric assisted Pasco County in reviewing all of their PWs related to Hurricane Hermine – ensuring all eligible costs were documented and captured by FEMA and the FDEM. In concert with Pasco County, Metric reviewed over \$1.3 million in PWs that were previously reviewed by FEMA. **Our team identified over \$100,000 in reimbursement-eligible items that were not documented in FEMA's initial review.** Overall, our team coordinated the dispersal of over \$1.3 million in PA funds.

#### Activation: 2017-2018 Hurricane Irma

Prior to Hurricane Irma striking Florida, Pasco County activated our team to ensure Pasco County was capturing every eligible dollar spent. We continue to work with Pasco County as we advise them on all FEMA issues – including eligibility, debris, contracting, labor, etc. During this engagement, **Metric coordinated with FEMA and Pasco County to prepare over \$10.4 million of PA funds, which included debris removal, emergency protective measures, and various permanent repair projects.**



#### Activation: 2020 COVID-19 Response

Pasco County issued COVID-19 Recovery – Category B: Emergency Protective Measures, which involved recovery services to provide technical expertise and advice on federal funding programs regarding county-wide recovery, including FEMA PA Category B, Health and Human Services reimbursements and grants, duplication of benefits, closeout, appeals, and CARES Act guidance and grant management.

## Additional Relevant Previous Projects

Client, Location	Project Description	Dates
Finney County, Kansas	Metric delivered turn-key solutions for comprehensive management of COVID-19 recovery funding through the CRF grant, providing program design, implementation, and management services. We also guided the County in <b>securing \$1.8 million through FEMA PA grants</b> . We are currently assisting the County with the administration of their ARPA	07/2020 - Present



Client, Location	Project Description	Dates
	allocation. To date, our team has assisted over 100 households, 29 businesses, and 20 community organizations.	
Seward County, Kansas	Metric are providing comprehensive management of COVID-19 recovery funding, including <b>providing program design, implementation, and management services for the County's CRF grant, and administration of ARPA allocation.</b>	07/2020 - Present
Saline County, Kansas	The Metric team is assisting Saline County <b>in the disbursement of \$10.5 million in ARPA funding.</b> We are currently managing the distribution of ARPA funding to subrecipients and have provided the County with a technology solution for tracking this process. We also performed a needs assessment to help determine the best usage of ARPA funds, and we provided program recommendations based on this assessment.	05/2021 - Present
Unified Government of Wyandotte County and Kansas City, Kansas	The Metric team was retained to assist the Unified Government in program formulation and disbursement of approximately <b>\$32 million in ARPA funding.</b>	09/2021 - Present
Livingston, Michigan	Metric was awarded a statewide cooperative contract to provide COVID-19 relief consulting services, with a focus on compliant and efficient administration of the <b>state and local fiscal Recovery Fund, appropriated through ARPA.</b>	06/2021 - Present
City of Fayetteville, North Carolina	The Metric team was asked to provide strategic advice to identify applicable uses for <b>ARPA funds</b> to maximize the City's ability to recover costs under various federal programs, including the FEMA PA Program, CRFs, and HHS/Centers for Disease Control and Prevention (CDC) grants. Initial tasks included the identification of negative economic impacts of COVID-19, public health workers who performed essential work during the pandemic, lost revenues, and opportunities to construct broadband infrastructure.	06/2021 - Present

## Judgements, Pending Lawsuits and Claims

Metric has no judgements or pending lawsuits or actions against, adverse contract actions, including terminations, suspension, imposition of penalties, or other actions relating to failure to perform or deficiencies in fulfilling contractual obligations.

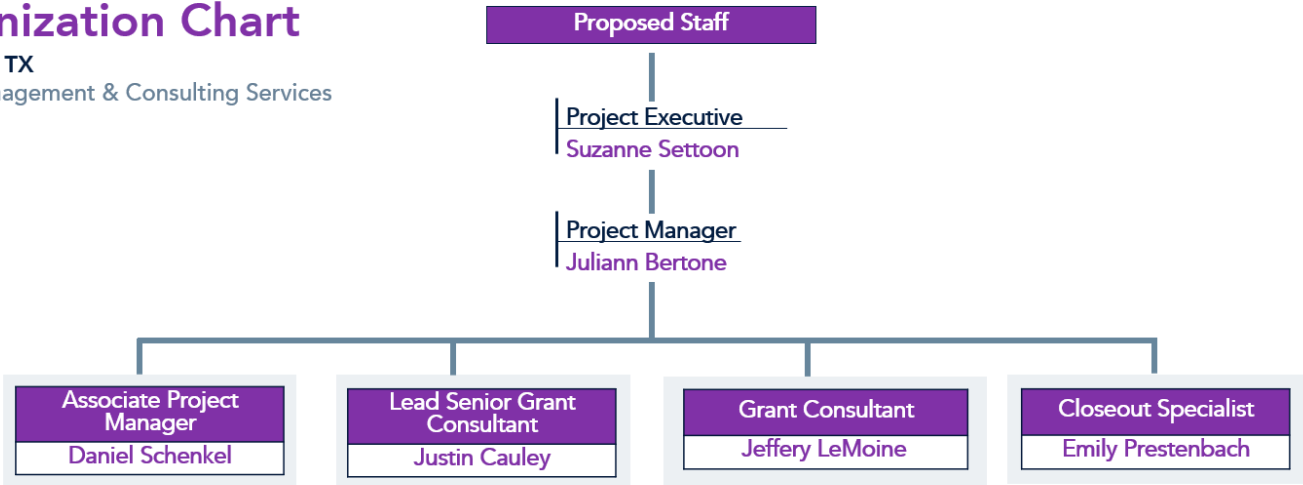
Metric, nor its key personnel, have had any claims submitted by any client within the past two (2) years related to the services provided.

## Project Staff

Our team’s years of experience and expertise enables us to guarantee that your funding will be intentionally maximized to reduce our client’s out-of-pocket costs. Below, we introduce you to a staff well-versed in grant management via the team organization chart. Our firm is designed to ramp up as much or as little as needed. We offer all positions as indicated in our rate chart and additional services can be added on an as-needed basis. Core team resumes are to follow, inclusive of requested contact information.

### Organization Chart

NCTCOG, TX  
Grant Management & Consulting Services



**Tab D**

# Technical Proposal

**D**



## D. Technical Proposal

We anticipate that our clients through the NCTCOG TXShare Cooperative Purchasing Program may be allocated funding from multiple sources over the life of this engagement, including FEMA, the U.S. Treasury, HUD's CDBG Program, as well as money from the State and other local sources. We will work with our clients to coordinate with funding agencies to maximize funding from all sources and prioritize expenditure of funds with the strictest compliance requirements.

Metric believes that to be successful in working with our clients, it is critical to be transparent at every step of the process. Grant management can be very complex especially with many funding streams and how to navigate to what funding sources can be applied for to meet our clients needs. We have the expertise and knowledge to help the clients through the process. **The process flow below shows the steps Metric will utilize to respond to an order for services from our clients.**

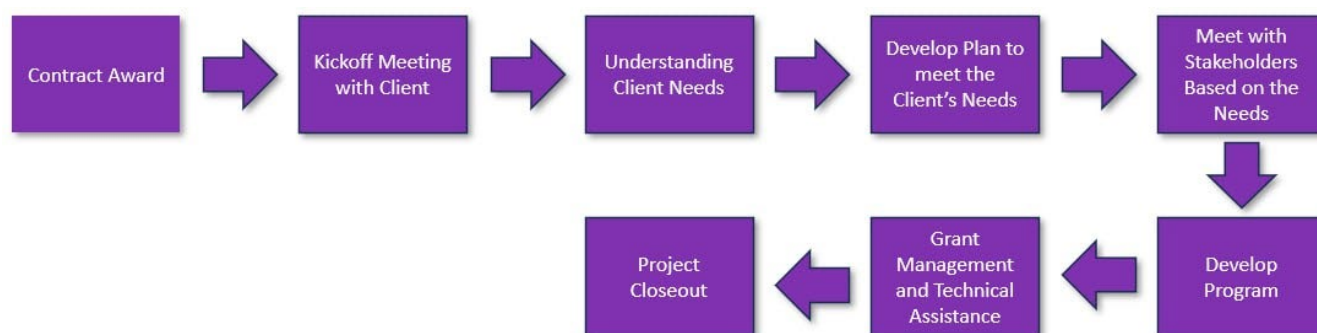


Figure 1: Metric's Grant Management Process

We have the experience the NCTCOG is seeking, and we provide a team of individuals that we believe are the most valuable asset we can offer. Our grant management personnel are also supported by our planning, technology, and engineering groups. In fact, we have supported our clients in comprehensive disaster recovery efforts that have included grant writing, grant application development, benefit cost analysis, regulatory coordination, project monitoring, contractor oversight, financial management, and grant and project closeout.

## Project Managers Experience

The table below details the project manager's experience with similar projects in the last five (5) years with descriptions of the similar project-related experience of the task leaders responsible for the major work categories.

PROJECT NAME	PROJECT TIMELINE	PROJECT FUNDING	PROJECT MANAGER	ROLE
City of Columbus, Ohio   HOME-ARP	2021-Present	HUD	Juliann Bertone	Oversaw the detailed project work plan to ensure the creation of a compliant and comprehensive funding Allocation Plan.

PROJECT NAME	PROJECT TIMELINE	PROJECT FUNDING	PROJECT MANAGER	ROLE
Consultation Services				Based on this plan, designed and implemented stakeholder engagement strategies, including an online survey and in-person input meeting. With the data compiled, oversaw assistance to the city in the required consultation services report for the Allocation Plan.
Franklin County, Ohio   HOME-ARP Consulting Services	2021-Present	HUD	Juliann Bertone	Oversaw the detailed project work plan to ensure the creation of a compliant and comprehensive funding Allocation Plan. Based on this plan, designed and implemented stakeholder engagement strategies, including an online survey and in-person input meeting. With the data compiled, oversaw assistance to the city in the required consultation services report for the Allocation Plan.
Pasco County, Florida   Emergency Management and Grant Program Services - Hurricane Ian	2021-Present	FEMA	Juliann Bertone	As project manager, oversees FEMA PA contract including the review of County's Direct Administrative Costs and assignment of them to the appropriate Project Worksheets, review of project costs and analyzing of field documentation, damage descriptions, and scopes of work.
Pasco County, Florida   COVID-19	2021-Present	FEMA	Juliann Bertone	As project manager, oversees FEMA PA contract including the review of County's Direct Administrative Costs and assignment of them to the appropriate Project Worksheets, review of project costs and analyzing of field documentation, damage descriptions, and scopes of work.
Finney County, Kansas, ARPA Administration	2020-Present	U.S Treasury	Juliann Bertone	As program manager, oversaw the development, implementation and reporting of the County's ARPA programs. Including emergency rental assistance and small business programs.
Seward County, Kansas, ARPA Administration	2020-Present	U.S Treasury	Juliann Bertone	As program manager, oversaw the development, implementation and reporting of the County's ARPA programs. Including emergency rental assistance and small business programs.
Saline County, Kansas, ARPA Administration	2020-Present	U.S Treasury	Juliann Bertone	As program manager, oversaw the development, implementation and reporting of the County's ARPA programs.

PROJECT NAME	PROJECT TIMELINE	PROJECT FUNDING	PROJECT MANAGER	ROLE
				Including the creation of a need assessment for the County.
Unified Government of Wyandotte County and Kansas City, Kansas	2020-Present	U.S Treasury	Juliann Bertone	As program manager, oversaw the development, implementation and reporting of the County's ARPA programs. Assisted with the creation and submission of federal grants for the County.
City of Livingston, ARPA Administration	2020-Present	U.S Treasury	Juliann Bertone	As program manager, oversaw the development, implementation and reporting of the County's ARPA programs. Including emergency rental assistance and small business programs.
City of Fayetteville, North Carolina, ARPA Administration	2020-Present	U.S Treasury	Juliann Bertone	As program manager, oversaw the development, implementation and reporting of the County's ARPA programs. Including emergency rental assistance and small business programs.
LSU Health Care Services Division (LSU HCSD), LA, Disaster Stafford Act Closeout Assistance	2017-2023	FEMA PA	Suzanne Settoon	Oversaw reconciliation and closeout for Hurricanes Katrina, Rita, Gustav, Ike, and Isaac FEMA funded projects totaling over \$250M in recovery funds for emergency and permanent work projects.
City of Central, LA, Disaster Recovery Grants Management.	2018-2023	FEMA PA / HMGP	Suzanne Settoon	Led efforts of 5 Hazard Mitigation (HM) drainage projects, which included upsizing culverts to sustain a 25-year storm and developing a buyout initiative within the city limits. Assisted in scope development, scheduling, and cost estimating for the development and submittal of a quality application for FEMA consideration and approval. Valued at \$14M. Oversaw a team of grant managers to develop the scope of work and cost estimates for reimbursement of cost for repairs to infrastructure projects damaged due to the Great Flood in 2016 in Baton Rouge, LA. Program oversight consists of all aspects, from project development to project closeout.
Baton Rouge General Medical Center, LA, Disaster Recovery	2020 - 2023	FEMA PA / CARES Act	Suzanne Settoon	As Program Manager Ms. Settoon provides owner representation with both the State and FEMA for funding received through the CARES Act and FEMA due to COVID-19. She provides client updates to the CARES Act relevant to the medical

PROJECT NAME	PROJECT TIMELINE	PROJECT FUNDING	PROJECT MANAGER	ROLE
				industry, oversees grant development and formulation for submittal to FEMA, and ensures no duplication of benefits are received.
East Baton Rouge City-Parish, LA, Disaster Recovery Grants Management	2016-2019	FEMA PA/HMGP	Suzanne Settoon	Mrs. Settoon is responsible for overseeing all infrastructure projects eligible for repair or replacement through FEMA Public Assistance program. This position requires managing a team consisting of Project Specialist, Cost Estimators, and Closeout Specialist; meeting with City Officials and Department Directors to identify damages incurred by each of the City's departments; seek Hazard Mitigation opportunities for applicable projects; review all project request for forwarding to FEMA, including cost estimates; manage project priorities, oversee project reimbursement request from GOHSEP and manage closeout activities of all projects.
Calcasieu Parish Police Jury, LA Hurricane Laura Recovery Program	2020 - 2023	FEMA PA	Daniel Schenkel	As the program director, Mr. Schenkel oversees disaster recovery and new construction projects for CPPJ. He manages a team of people working as the owner representative for the Police Jury in facilitating project completion on time and in budget, while working with grants management to maintain funding sources across both locally and federally funded projects.
Port of Lake Charles, LA HMGP Application Development	2021-2022	FEMA HMGP	Daniel Schenkel	Assist the Port of Lake Charles with obtaining funding for an emergency onsite generator to maintain operations in the event of a disaster. He estimated the benefit and cost for the project, and developed the grant application for FEMA's HMGP program.

# Grants Management Overarching Activities

## Grant Management

Once grant funds are captured, we understand how to strategically position organizations to make grant programs work with one another, and to ensure every dollar is properly allocated. Our staff will work side by-side with state and local agencies to ensure a full grant portfolio is used, meeting all federal policies and procedures while also understanding the specific needs of local communities.

Our team will provide the client with comprehensive, efficient solutions for key compliance components of managing a federal grant including: compliance with your applicable Federal Register notices and the Affirmatively Furthering Fair Housing Act (AFFA), monitoring and record retention, embedded financial controls and processes that ensure compliance with 2 CFR 200 and other relevant regulations, provision of services to ensure compliance with the URA, environmental reviews, and compliance with cross-cutting requirements such as the Davis-Bacon Act and HUD's Section 3 Program. **We offer unparalleled attention to detail and will serve you by conducting compliance reviews in accordance with agreed upon standards – ensuring results are tracked, managed, and stored in an accessible, organized, and secure structure.**

## Subrecipient Agreement Development, Review and Coordination

Metric has assisted many clients with subrecipient agreement development, review and coordination. We understand the importance of negotiating and finalizing subrecipient agreements prior to the release of any funds. Our team will oversee the entire agreement process. We will provide clients with templates, work with existing procurement documentation and ensure that all created agreements are compliant with all applicable regulations.

## Annual Action Plans & Multi-year Consolidation Plans

The Metric team has a bench of professional experienced in writing and maintaining CDBG Annual Action Plans and Multi-year Consolidated Plans. Our team includes long-time practitioners of CDBG-DR, and planning and resilience experts. We have aided grantees coast to coast in the development of unmet needs assessments, action plans, and action plan amendments. We possess a deep understanding of HUD's expectations for your action plan amendments, inclusive of budget and program projections and accurate cost categorization. We understand that well-crafted Action Plans, smart budgets, and accurate projections translate to actionable, successful programs. We know that it is not enough to craft a plan, your plan must be actionable, with a budget strategy that ensures your administration, planning, and public services caps are adhered to while allowing expenditure rates to meet your overall expenditure timelines.

Compliance with applicable federal regulations, law, and guidance is our number one priority in creating Annual Action Plans and Multi-year Consolidated Plans. We know that compliance is not a stand-alone activity; it must be embedded throughout all program resources, materials, policies, and procedures. We are skilled at demystifying complex regulations and program requirements by distilling compliance to formulate user-friendly submission and quality control checklists. Our team of professionals provides

technical consulting to help our clients navigate regulatory snare to administer effective, efficient, and compliant projects and programs.

## Memoranda of Understanding

The Metric team has assisted our clients in the creation of MOUs when required of an agency when application for funds includes an explicit non-financial collaboration with partnering organizations. The MOU provides documentation that demonstrates the organizations have consulted and coordinated the responsibilities of their grant activities. Our team will following the below structure when constructing an MOU on behalf of our clients:

- Describe each partner agency;
- State the purpose of the MOU;
- Clearly describe the agreed upon roles and responsibilities each organization or agency will be providing to ensure project success. The roles and responsibilities should align with project goals, objectives and target outputs;
- Identify the staff responsible for completing the specific responsibilities, this should include meeting reporting requirements;
- Describe how the collaboration/partnership benefits the project;
- Describe the resources each partner would contribute to the project. This can be contributing staff time, making in-kind contributions, delivering services, offering training or expertise, etc.;
- Provide a statement that the lead agency accepts full responsibility for the performance of the collaborative organizations/agencies; and
- The MOU must be signed by all partners. Signatories must be officially authorized to sign on behalf of the agency and include title and agency name.

## Implementation of Programmatic Activities

Setting clear expectations at the beginning of any engagement lays the foundation for the life of each project by aligning stakeholder expectations and project purpose, informing stakeholders of Scope and project objectives, and discussing how stakeholder participation in each program phase contributes to overall success. We believe your success should be defined by you. Led by Ms. Bertone, your Program Manager, we will collaborate with our clients to plan sessions that define project objectives and key opportunities to pursue, and we will prioritize initiatives to target first. The Strategic Project Management Plan is a master planning document that is carefully crafted to encompass all aspects and lifecycles involved with completing each planned initiative. The successful execution of any plan requires setting well-defined objectives and concrete milestones at the onset of a project.





Figure 2: Major components of the strategic project management plan.

## Data Collection

We will work with our clients to identify opportunities for streamlining processes or for maximizing efficiency through policy based on ongoing total quality management. Total quality management is essential to the continuous improvement of your program through the prevention, detection, and mitigation of outliers and inefficiencies which may jeopardize program success. This total quality management strategy will be used for all applicable data management. We understand that informed programmatic decisions are based on high quality and available data.

Our total quality management philosophy focuses on preventative actions, bolstered by corrective actions. Preventative actions like built-in inspection and quality control checkpoints mitigate risks of costly mistakes and inefficiencies. Corrective actions are typically triggered by the results of preventative actions, and they pinpoint root causes of non-performance or deviations from established performance standards, allowing us to implement solutions to get the program back on schedule.

## Reporting

The programs that the Metric team designs and manages are always data-driven, to ensure that we can easily identify where improvements and adjustments are needed. **Our team is prepared to develop dashboards and reports to present in monthly meetings that ensure decision makers are empowered throughout the process to visualize progress and potential bottlenecks to ultimately achieve efficiencies.** As a leading data science practitioner, we understand how the use of data and powerful algorithmic models to analyze past data can predict future trends or outcomes. We will use programmatic data to make informed decisions to maximize efficiency.

The Metric Team understands that strong data leads to excellent reporting. We have served as an advanced SME for grant reporting systems, functions, and operations, including HUD's DRGR, the U.S. Treasury's CRF reporting system, and FEMA's Grants Portal. We will support our clients in navigating federal reporting systems including developing data collection systems and reporting templates, reviewing and ensuring tracking of required performance metrics, and analyzing program and activity data. **Our team is experienced and prepared to provide turn-key assistance with program evaluation planning, program evaluation reporting, performance reporting and subrecipient reporting.**

We understand that delivering initiatives funded by federal grants requires accurate, real-time reporting. As such, we will work with our clients to deploy reports and reporting tools to ensure the client has constant access to reports that provide updated information on financial performance, non-financial objectives, including compliance reporting, and reports on internal and external objectives and any deviations - as recommended by the U.S. Government Accountability Office's Standards for Internal Control in the Federal Government. We will collaborate with the client to release written, monthly project status updates to ensure transparent reporting that allows stakeholders to remain informed and empowered to make decisions. We will leverage data to produce ad hoc reports and internal or external facing dashboards to communicate and report on issues such as risk, program progress, milestones achieved, performance issues, program successes, compliance concerns, and program demographics.

## Program and File Internal Reviews

Our team will provide our clients with comprehensive, efficient solutions for key compliance components involved with managing federal and state grants, including record retention that ensures compliance with relevant regulations. We will serve our clients by obtaining, analyzing, and gathering field documentation efficiently and securely, as well as by maintaining all records, documents, pictures, and other data and field documentation that may include records regarding procured goods and services, timekeeping, and force account labor and equipment.

We will maintain records of costs incurred under the terms of this agreement for five years following the closeout of an event. Records will meet all funding agency requirements for a proper audit of costs, including accounting records, project records, etc. All costs that we charge will be supported by properly executed payrolls, time records, invoices, contracts, purchase orders, and any necessary supplemental information.

Internal program and file review often inform decision making. We believe that decisions should be based on an understanding of proposed alternatives and their associated impacts. Our functional experience in implementing programs and processes aimed at a multitude of goals in jurisdictions around the country makes us uniquely positioned to advise on the impacts of proposed alternatives based on real-life experiences, lessons learned, and best practices. We understand what works and are committed to presenting our clients with thoroughly analyzed creative pathways for success. **We have developed and designed numerous dashboards and systems to make sure decision makers are empowered throughout the process, and to ensure we make the correct revisions based on the client's feedback.**

## Typical Tasks Required for RFP Consultancy

### Development of the Request for Application (RFA)

Metric has assisted many clients with request for application (RFA) and request for proposal (RFP) development. We understand that strong application processes lead to both informed decision making and high caliber of proposal submissions. Our team will oversee the entire development of the

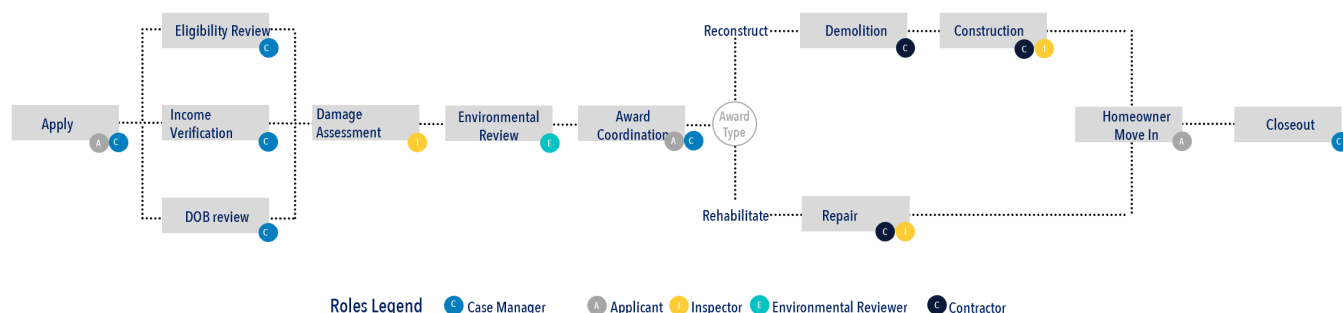


application process. We will provide clients with templates, work with existing procurement documentation and ensure that all created applications are compliant with all applicable regulations.

## Development of a workflow for grant submission approval

When crafting updates to program policies and procedures, our Team will focus on meaningful engagement of available information and potential program impacts of policy changes to arrive at context-sensitive and community-supported solutions. Our Program Manager will work with our client and within its Action Plan to update program frameworks, including eligibility and priority criteria, award caps and calculation, involved stakeholders or administering entities, program timelines and production goals, and program processes.

We intentionally design policy to be actionable, accounting for how policy will be enacted at the very beginning. A workflow with defined responsible parties and sub-processes will accompany policy/procedural change submissions for each update, so policy reviewers can clearly see how each policy translates into an actionable, operational program and how each adjustment changes existing program processes. The figure below outlines how a housing recovery program may be implemented through each phase of the program lifecycle. Circles with each high-level process represent responsible parties involved in each step, ensuring that all parties involved understand who is responsible, how tasks are to be accomplished, and when each task must be executed.



We create standard operating procedures (SOP) as step-by-step guides, designed to empower readers to achieve pre-determined end results by simply following instructions. Each SOP will be drafted in a standard template, leveraging materials already in use, to ensure consistency and comprehensive inclusion of information. For example, each SOP will include: an outline of the role of each individual, step-by-step instructions on how to execute each process including screenshots when applicable, cross-reference of documents and supporting materials associated with the SOP, and change log to track iterations of each SOP with dates of update.

## Provide interpretation of Grants.gov

Metric can provide valuable assistance to our clients through navigating the Grants.gov platform and maximizing their chances of success in securing grants. Here's how we can support you throughout the process:

- **Understanding your needs:** We begin by thoroughly understanding the client's funding goals. By gaining insights into your specific needs, our team can help identify the most suitable grant opportunities available on Grants.gov.
- **Grant research and identification:** We will conduct in-depth research on Grants.gov to identify relevant grants that align with your objectives. This involves utilizing various search filters, keywords, and agency-specific requirements to narrow down the options. Metric will curate a list of grants that best match your needs and present them to you for consideration.
- **Grant analysis and strategy development:** Once potential grants are identified, our team will carefully review the grant announcements, eligibility criteria, and funding priorities. Based on this analysis, we will develop a tailored strategy for approaching each grant opportunity, ensuring that your project aligns with the goals and requirements of the funding agency.
- **Application package preparation:** Metric will guide our clients through the process of preparing the grant application package. This includes understanding and completing the required forms accurately, organizing supporting documents, and ensuring all components of the application package meet the grant's specific guidelines.
- **Proposal development:** Metric assist clients in crafting a compelling and persuasive proposal that clearly communicates your project's objectives, methodology, expected outcomes, and impact. Together, we will highlight your organization's strengths, qualifications, and track record to maximize your chances of success.
- **Budget development:** We will work closely with our clients to develop a detailed and realistic budget that aligns with the grant's guidelines. We will ensure that all expenses are properly accounted for and that the budget narrative effectively justifies how the requested funds will be used to achieve your project's goals.
- **Review and feedback:** Metric will conduct a thorough review of your application package, providing constructive feedback and suggestions for improvement. This includes ensuring consistency, clarity, and adherence to the grant's guidelines. We will work collaboratively to revise and refine each application to enhance its quality and competitiveness.
- **Application submission:** We will provide guidance through the submission process on Grants.gov, ensuring that all required forms are completed accurately, signed, and uploaded correctly. Our team will keep a record of the submission confirmation number for future reference.
- **Follow-up and tracking:** We will monitor the status of your application on Grants.gov, providing guidance on any additional steps you may need to take during the review process. This includes responding to agency requests for additional information, clarifications, or documentation. Our team will be available to address any questions or concerns you may have throughout this stage.
- **Post-award support:** Upon successful application, we provide guidance on post-award requirements, such as grant reporting, financial management, and compliance. Our team will stay organized and ensure that our clients fulfill all the ongoing obligations associated with the grant.

Throughout the entire process, Metric will maintain open communication with our clients, providing regular updates and addressing any queries or concerns you may have. Our expertise and support will

significantly enhance your chances of successfully navigating the Grants.gov platform and securing the grants needed to achieve our client's goals.

## Services for Grant Application Writing and Submission

### Grant Funding Research

Based on decades of precedent, the myriad regulations governing state and federal funding streams are complex. We will advise and support our clients in identifying all available funding opportunities to maximize your programmatic goals. Our grant specialists understand how funding opportunities are advertised and will track a myriad of grant sources to best meet the needs of our clients. We will meet with your team to review the exact needs and match available funding opportunities to those needs. Our team tracks potential funding sources far before their advertisements, ensuring that our clients are ready when opportunities open.

At the instruction of the client team, we are available to quickly begin on-call grant research for any additional priorities identified. We understand funding needs and priorities may arise throughout the duration of the contract. As a result, we are prepared to provide grant research, development, and management services that are covered by other funding sources.

### Grant Proposal Development

Our experience in securing and working with a wide variety of funding sources for our clients has provided us with a deep understanding of what is required for a successful grant application. We pride ourselves in being experts on the varying (and often changing) priorities attached to HUD, FEMA, the U.S. Economic Development Administration, the U.S. Environmental Protection Agency, and others, and will provide content and approach recommendations based on our understanding of those priorities. Over the years, we have seen successful and unsuccessful grant applications, and we have analyzed applications to discern the essential key elements that ensure success across a variety of funding sources.

Our team will support the client in all aspects of grant proposal development, from abstracts and narratives through final submission. Each grant application process will begin with a kick-off meeting to review the grant outline that we have prepared. During the meeting, client staff will be presented with a checklist of information that our team needs to complete the grant application, and the client team will be given a deadline to return the needed data. Once received, the Metric team will complete all required narratives and attachments for final review and approval by the client staff. Once approved, our team will submit the grant proposal on behalf of the client and we will track the application through the remainder of the process.

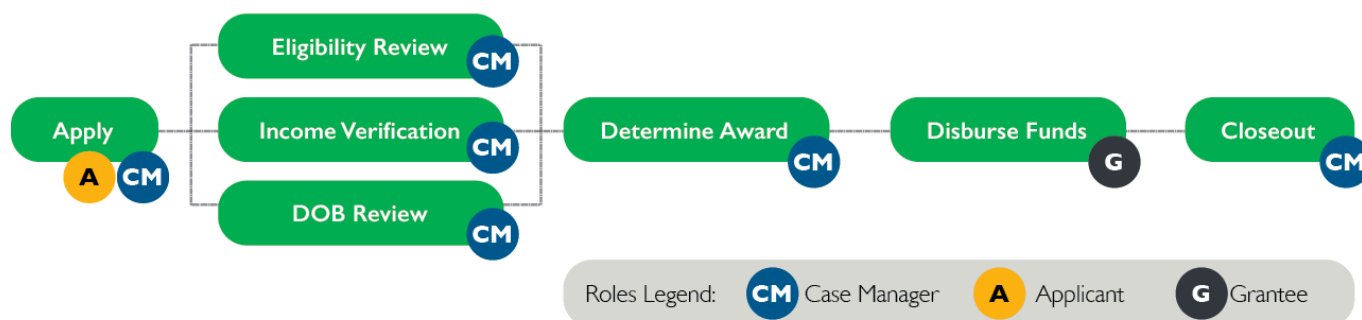
**At Metric, we are perfectionists.** Our fine-tuned project workflow ensures that each of our team members will work on grant applications at numerous points throughout the drafting process – meaning any opportunities for enhancement or improvement will be identified. We know that strong data and evidence that supports claims and justifies funding requests is essential to success, and we will make sure all opportunities to provide documentation are utilized.

## Receive, complete, and process grant application and provide award status'

A key focus of federal and state funding entities, as well as auditors, will be on adequately documented program policy and procedures. Our team of multi-disciplinary professionals will rely on decades of experience to ensure your program is designed and implemented to deliver established initiatives as quickly as possible, with targeted efforts to meet the needs of low- and moderate-income households and other vulnerable populations. **Well-thought design and easy-to-follow procedures set the stage for launching programs with expediency, which is essential for ongoing successful implementation of our client's programs.**

Setting clear expectations at all levels during the design phase paves the way for expeditious release of funding based on uniformly understood requirements and goals. During program design we will work with Unified Government officials to:

**Define requirements** – Clearly defining program requirements including eligibility criteria, acceptable support documents, priority categories, and award caps at the outset eliminates back-and-forth between the program and oversight staff and encourages more complete application submissions as interested parties know exactly what to expect. We will outline clear regulatory requirements and procedures from



intake to closeout and gain consensus on *how* the program will be implemented. A workflow with defined responsible parties and sub-processes will accompany program guidelines, so policy reviewers at the Unified Government, audit and oversight staff, the State, and federal funders can clearly see how each policy translates into an actionable, operational program.

*Figure 3: Sample workflow for Mortgage Assistance Program. Each program policy will be accompanied by a similar workflow, so program staff and stakeholders know who is responsible for what and when specific steps happen.*

When multiple funding streams will be used for a single program, requirements for all funding streams will be considered and consolidated so that requirements of all funders are met simply by following program procedures. This approach minimizes out of pocket costs to our clients without program staff or applicants experiencing the confusion or frustration of having to comply with multiple standards.

## Create award documents

In creating award documents, the Metric team follows a systematic approach. Our team starts by gathering all relevant information, such as recipient details, award criteria, and funding amount. Then, we create and use a standard template or format to draft the document, ensuring clarity and conciseness. Our team will review and revise the draft for accuracy, consistency, and compliance with policies. Next we will bring the draft to our client for approvals from authorized personnel and finalize the document, including all necessary sections and signatures. Proofread and edit the final version for errors. Distribute the document to the recipient and other relevant stakeholders through appropriate channels. Finally, retain a copy of the document for record-keeping purposes, following any applicable retention guidelines or policies. This process ensures the creation of accurate and well-structured award documents.

## Track and record budgetary revisions

We will work with our clients to identify opportunities for streamlining processes or for maximizing efficiency through policy based on ongoing total quality management. Total quality management is essential to the continuous improvement of your program through the prevention, detection, and mitigation of outliers and inefficiencies which may jeopardize program success. We will use this approach for all tracking and recording of budgetary revisions.

Our total quality management philosophy focuses on preventative actions, bolstered by corrective actions. Preventative actions like built-in inspection and quality control checkpoints mitigate risks of costly mistakes and inefficiencies. Corrective actions are typically triggered by the results of preventative actions, and they pinpoint root causes of non-performance or deviations from established performance standards, allowing us to implement solutions to get the program back on schedule.

## Provide financial oversight through financial system integration

Compliant financial management and timely expenditures will continue to be a key factor evaluated by oversight entities to gauge success of your program. The Metric Team delivers professionals with an intimate understanding of what the federal government expects of our clients in terms of financial management. For example, **HUD's focus will be on two key areas: appropriate and timely expenditures and beneficiaries served.** The Metric Team will deliver strong internal controls to protect your recovery dollars and control program budget.

Strong internal controls in cost and budget control are critical for transparent financial stewardship and to ensure funds reach intended beneficiaries as efficiently as possible. We will assist our clients to fortify existing controls and implement new ones in compliance with guidance in "Standards for Internal Control in the Federal Government" issued by the Comptroller General of the United States or the "Internal Control Integrated Framework", issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and in accordance with 2 CFR 200.

## Financial Controls

- ✓ **Appropriate segregation of duties regarding financial transactions**
- ✓ **Signature authority limits and authorized personnel have been identified**
- ✓ **Separate accounts are established to track budgets, expenditures, and program income as applicable, for CDBG-DR funds, as required by HUD**
- ✓ **Standards for support documentation have been clearly defined**
- ✓ **Quality control checkpoints are built throughout program and payment processes**
- ✓ **Periodic reconciliation between providers' accounting systems, Lexington's system, and DRGR, throughout the life of the program.**

In addition to proper financial controls, it is imperative to put adequate budgetary controls in place to ensure grant funds are spent responsibly and in accordance with projections. Project Coordinators will work with providers and program leads to set budgetary controls and project future expenditures. We will track project budgets in accordance with agreed upon budgets and projections and work with you to forecast funding shortfalls or surpluses and adjust accordingly. Our team will use standardized procedures for verifying actual versus planned expenditures. We will also set standard procedures and guidance to ensure costs are properly classified as administration, activity delivery, planning or project costs.

Each month, Metric will provide our clients with a financial status report. The Financial Status report will detail items such as:

- Actual versus planned expenditure
- Budget burn rates per program
- Costs per beneficiary
- Costs per category (administrative, activity delivery, project costs)
- Expenditure trends and projections for future spending

## Provide grant management accounting reviews and recommendations

To provide grant management accounting reviews and recommendations, the Metric team will complete the following steps:

1. **Review the grant agreement:** Start by thoroughly reviewing the grant agreement or contract. Understand the financial reporting requirements, allowable expenses, budget restrictions, and any specific guidelines outlined in the agreement.

2. **Gather financial data:** Collect all relevant financial data related to the grant. This includes financial statements, budget reports, expense records, and any other financial documentation associated with the grant.
3. **Analyze financial reports:** Conduct a comprehensive analysis of the financial reports related to the grant. Identify any discrepancies, unusual transactions, or potential issues that require further investigation.
4. **Assess compliance:** Evaluate the client's compliance with the grant agreement's financial requirements. Ensure that expenses are properly categorized, supported by adequate documentation, and within the scope of the grant's guidelines. Verify that financial activities align with the grant's intended purpose.
5. **Identify areas for improvement:** Based on the financial analysis, identify areas where the organization can improve its grant management accounting practices. This may include better documentation, enhanced expense tracking, budget monitoring, or compliance measures.
6. **Make recommendations:** Prepare a detailed report outlining our findings and recommendations. We will clearly articulate any areas of concern or non-compliance and provide specific suggestions for addressing them. Our recommendations may include process improvements, accounting system enhancements, or training for staff involved in grant management.
7. **Develop an action plan:** Collaborate with the client to develop an action plan for implementing the recommended changes. Prioritize the recommendations based on their impact and feasibility. Set realistic timelines and assign responsibilities for each action item.
8. **Provide guidance and support:** Assist the client in implementing the recommended changes by offering guidance and support. This may involve training staff on proper expense tracking, documenting procedures, or enhancing internal controls. Address any questions or concerns raised by the organization during the implementation phase.
9. **Monitor progress:** Regularly review and monitor the organization's progress in implementing the recommended changes. Provide ongoing support and guidance as needed. Track improvements and ensure that the organization is moving towards effective grant management accounting practices.
10. **Review and update:** Periodically revisit the grant management accounting practices to ensure continued compliance and effectiveness. Review any changes in regulations or guidelines that may impact the organization's grant management. Update recommendations and action plans accordingly.

By following these steps, we will ensure comprehensive grant management accounting reviews and offer practical recommendations to enhance our client's financial practices in relation to grants.



## Provide grant audit reviews and recommendations

When it is time for our clients to be monitored by its oversight agencies, our team will be ready to assist. Our philosophy for interaction with oversight entities at any level is founded in transparency. We will support the client to prepare briefing materials to demonstrate clear and concise progress, items for discussion, and any other items needed before formal, scheduled check-in meetings. Our team has a long history working with federal and state entities, and the staff who work there. We believe that a smooth grants process is based on mutual trust and that mutual trust thrives when relationships are strong.

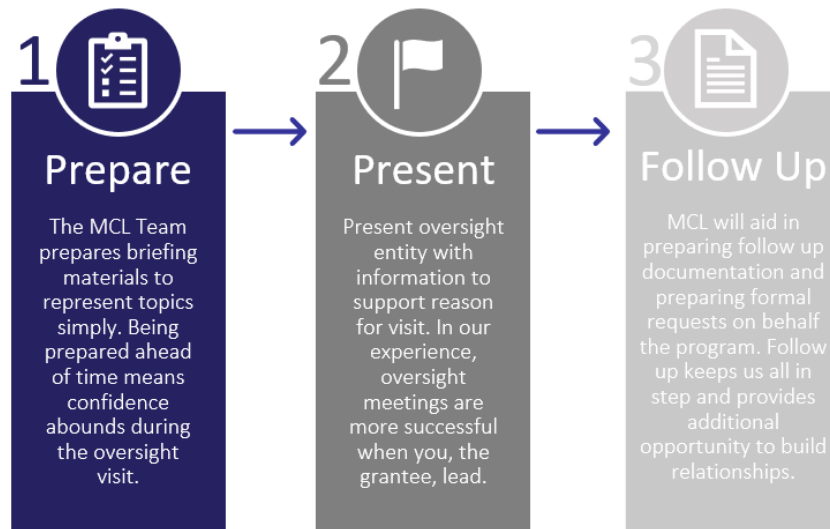


Figure 4: The Metric team's approach to formal, scheduled oversight entity interaction.

## Provided activity and task tracking with reports and recommendations

Activity and task tracking is essential for effective project management and ensuring that work is completed on time. Metric has a host of options available to our clients for activity and task tracking:

- **Gantt Charts:** Utilize Gantt charts to visually represent project timelines and tasks. This method helps identify task dependencies and critical paths, allowing for better planning and tracking of project progress.
- **Project Management Software:** Utilize project management software like Trello, Asana, or Jira to create tasks, assign responsibilities, set deadlines, and track progress. These tools often provide features such as task comments, attachments, and notifications to enhance collaboration.
- **Milestone Tracking:** Set milestones for significant project achievements or deadlines. Track progress towards these milestones using visual indicators or dedicated project management software.
- **Daily Stand-up Meetings:** Conduct brief daily stand-up meetings where team members share updates on their tasks and progress. This enables quick status checks, issue identification, and collaboration among team members.



- **Progress Reports:** Require team members to submit regular progress reports summarizing their completed tasks, ongoing activities, and any challenges they encountered. These reports help track overall project progress and identify areas needing attention.
- **Burndown Charts:** Use burndown charts to visualize the remaining work and track progress over time. This graphical representation shows the projected completion date based on the rate at which tasks are being completed.
- **Task Management Apps:** Employ task management apps like Microsoft Planner, Todoist, or Google Tasks. These apps allow you to create task lists, set due dates, assign tasks to team members, and track completion status.

The choice of activity and task tracking method depends on the complexity of the client's project, team preferences, and available resources. We understand the importance of selecting a method that suits your specific needs and promotes effective project management and collaboration.

## Track Grant Closeout Checklists

When a project is complete and all actual costs are known, a project enters project closeout, and a project closeout package is prepared and submitted. All project closeout packages our team prepares have a standard naming convention and index, which allows final reviews to move forward in an expeditious manner. Our team designs projects and programs with the end in mind. We have the ability and experience to provide exemplary project management services and will be responsible for preparing and ensuring that all closeout paperwork, information, and data is properly accounted for and stored throughout the life of the projects. We understand that preparation for an error-free closeout starts at the beginning of every project. We have extensive experience in monitoring and compliance for several federal funding streams, including FEMA, HUD, and FHWA - and we will apply that knowledge when supporting the city with its development procedures and checklists to facilitate compliant closeout of each project.

## Provide the disposition of records

Providing the disposition of records involves managing the lifecycle of records within an organization, including their retention, preservation, and eventual disposal. It's important to note that the specific steps and requirements for providing the disposition of records may vary depending on the nature of the records, industry regulations, and organizational policies. Our team will work with our clients to provide further guidance on complying with specific regulations and best practices in the jurisdiction. Metrics general process for the disposition of records is as follows:

- **Classify records:** Categorize records based on their content, purpose, and legal or operational requirements. Create a classification scheme that aligns with your organization's needs and facilitates easy identification and management of records.
- **Determine retention periods:** Determine the required retention periods for each category of records. This can be based on legal requirements, industry standards, contractual obligations, or internal policies. Consider factors such as the nature of the records, any legal or regulatory obligations, and the client's needs.

- **Establish record retention schedule:** Create a record retention schedule that outlines the specific retention periods for different types of records. This schedule serves as a reference for managing the disposition of records over time.
- **Implement storage and preservation practices:** Ensure that records are stored and preserved appropriately during their retention period. This may involve using secure physical storage, implementing digital document management systems, or applying specific preservation techniques for fragile or sensitive records.
- **Review records for disposition:** Regularly review records that have reached their scheduled retention periods. Identify records that are eligible for disposal based on the retention schedule and any legal or regulatory requirements.
- **Evaluate record value:** Before disposing of records, consider their potential historical, legal, or business value. Some records may have long-term value for archival or historical purposes, and arrangements should be made for their preservation.
- **Secure record disposal authorization:** Obtain the necessary authorization for record disposal. This may involve obtaining approvals from management, legal counsel, or compliance officers, depending on the sensitivity or significance of the records.
- **Implement record disposal methods:** Select appropriate methods for disposing of records. This can include physical destruction, shredding, digital erasure, or other secure disposal methods. Ensure that the chosen methods comply with applicable data protection and privacy regulations.
- **Document disposal actions:** Maintain accurate documentation of the disposal actions taken for each set of records. This includes recording the disposal dates, methods used, and any relevant authorizations or approvals.
- **Monitor and audit:** Regularly monitor and audit the record disposition process to ensure compliance with regulations, policies, and best practices. Periodic reviews help identify any gaps or areas for improvement in managing the disposition of records.

## Provide training services

Metric is able to provide training services specialized to clients seeking to enhance their knowledge and skills in navigating the complex landscape of federal, state and local government operations. These services aim to equip clients with the necessary tools, strategies, and understanding to effectively engage with government entities, comply with regulations, and achieve their objectives within the public sector. The training programs cover a wide range of topics, including government contracting, policy analysis, regulatory compliance, public procurement, project management, and legislative processes. Through interactive workshops, seminars, and customized training sessions, Metric's training services empower clients with the expertise and insights needed to successfully navigate government systems and maximize their opportunities for success.

## Communication Services

Our team specializes in taking complex information and making it accessible to community members, the public, and our clients. We understand our clients may need timely, concise, and straightforward presentations and communication materials. This process begins with close communication with the client staff to ensure complete understanding of the scope, eligibility, and requirements of each funding

source being used before presenting this information to the public. Our team will work hand in hand with client staff, attending all relevant meetings and reviewing all notices or requirements published, to ensure the client has all the information needed to make decisions and engage its members.

We believe that big change often starts from the bottom up. Engaging community members/stakeholders and steering committees in the creation of the Strategic Project Management Plan is grassroots in action – enabling community driven solutions that give each stakeholder involved a personal sense of ownership in the success of each initiative. We will assist the client as needed to leverage input from key community groups, potential subrecipients, stakeholders, and representatives of critical sectors when creating the Strategic Project Management Plan, so all involved understand overall objectives, sequencing of project initiation and completion, and roles and responsibilities before projects get started.

### Quality Assurance / Quality Control Procedures

Our Project Manager will maintain a log of monitoring and oversight efforts to track issues, decision points, risk mitigation strategies, or perceived risks to inform decision making and promote overall success of any program conducted by our clients. Relevant lessons learned will be shared with all stakeholders, so that each program learns from its own progress and the progress of others. Our team's core knowledge includes the principles of allowable costs, insurance requirements, equipment costs, procurement procedures (i.e., competitive bidding), cost reasonableness, and reporting. Metric's team makes use of forensic accounting procedures to assure cost reasonableness and quality assurance.

We will work with our clients to identify opportunities for streamlining processes or maximizing efficiency through policy based on ongoing total quality management. Total quality management is essential to the continuous improvement of your program through the prevention, detection, and mitigation of outliers and inefficiencies which may jeopardize program success. Our total quality management philosophy focuses on preventative actions, bolstered by corrective actions. Preventative actions, like built-in inspection and quality control checkpoints, mitigate risk of costly mistakes and inefficiencies. Corrective actions, usually triggered by the results of preventative actions, pin-point root cause of non-performance or deviation from established performance standards, then employ solutions to put the program back on track.



Ongoing quality and change management is essential to ensure your programs evolve smart, remaining nimble to achieve recovery goals in the most efficient ways. Our functional experience in implementing programs aimed at a multitude of goals in jurisdictions around the country uniquely position us to advise on the impacts of proposed alternatives based on real-life experience, lessons learned, and best

practices. We understand what works and are committed to presenting our clients with thoroughly analyzed, creative pathways for success.

## Assumptions, Exceptions, and Special Features

Metric does not make an assumptions in responding to the requirements, and no exceptions are taken to any part of this RFP.

## Our Commitment to our Clients

We understand that NCTCOG is in search of a consulting firm that will go beyond just stratifying the requirements on their contractual scope of work for our clients. **As a family-owned firm, we believe in treating all our clients like family and going the extra mile to provide unwavering guidance and services at the highest quality.** Effectiveness and expedience underlie every decision that our team makes. We get it done right, and we get it done fast. We put efficiency at the center of everything we do, as we understand how vital it is to be successful in your grant management and then leverage those funds to create tangible results across multiple sectors. We rely on strong project management and open communication throughout the lifecycle of the program to deliver successful, compliant, and efficient programs that put our client's needs first.

**Tab E**

**References**

**E**

## E. References

Client Name: Pasco County, Florida  
Address: 8731 Citizens Drive | New Port Richey, FL 34654  
Reference Name: Patrick W. Ballinger | Grants Coordinator  
Phone: (727) 847-2411 (ext. 8457)  
Contract Dates: 07/2017 - Present

Client Name: City of Columbus, Ohio  
Address: 90 West Broad St., Columbus, OH | 43215  
Reference Name: Lucie McMahon | Grants Management Coordinator  
Phone: (614) 400-5453  
Contract Dates: 07/2022 – Present

Client Name: State of Texas - Texas Department of Transportation  
Address: 125 E 11th St, Austin, Texas, 78701  
Reference Name: Missy Lowe | Contract Specialist  
Phone: (512) 463-8588  
Contract Initiation and Completion Dates: 2016- Present

**Tab F**

**Proposal  
Pricing**

**F**

## F. Proposal Pricing

Every dollar saved on program implementation and administration is a dollar that stays in your recovery. Control of costs starts with the vendors selected to support you in this engagement and will impact every citizen your programs aim to serve. Our pricing reflects cost-conscious methods to maximize the reach of your recovery dollars. We provide staff just-in-time, relying on a deep bench of policy makers, operations staff, subject matter experts, and compliance masters – so you have who you need, when you need them. We define program structure and end-to-end processes from the start, so costly and onerous work is eliminated.

The pricing structure proposed in the following hourly rate sheet offers fully burdened hourly rates for staff time to support our clients in obtaining exactly what they need, only when needed. The positions proposed in the table below offer a mix of experience, expertise, and training levels so we can scale to meet our client's grant management and consulting needs.

Our firm is prepared to offer a 10% discount on our established hourly rates below.

Position	Hourly Rate
Project Executive	\$205.00
Project Manager	\$185.00
Associate Project Manager	\$170.00
Senior Planner	\$170.00
Data Analyst	\$160.00
Lead Senior Grant Consultant	\$145.00
Grant Consultant	\$135.00
Closeout Specialist	\$135.00
Case Manager	\$105.00
Outreach Coordinator	\$100.00
Administrative Assistant	\$55.00



**Tab G**

**Required  
Attachments**

**G**

**Tab G REQUIRED ATTACHMENTS.** Please include signed copies of ALL ATTACHMENTS (beginning with ATTACHMENT I) appended to the back of this solicitation document. All attachments must be submitted with the proposal, or the proposal may be disqualified as nonresponsive. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS “NOT APPLICABLE” AND SUBMIT WITH THE PROPOSAL.

### **REQUIRED ATTACHMENT CHECKLIST**

Please utilize this checklist to ensure that all required attachments are included with your proposal. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS “**NOT APPLICABLE**” AND SUBMIT WITH THE PROPOSAL. FAILURE TO SUBMIT **ALL REQUIRED DOCUMENTS** MAY NEGATIVELY IMPACT YOUR EVALUATION SCORE.

- ☒ Cover Sheet
- ☒ Attachment I: Instructions for Proposals Compliance and Submittal
- ☒ Attachment II: Certification of Offeror **N/A**
- ☒ Attachment III: Certification Regarding Debarment
- ☒ Attachment IV: Restrictions on Lobbying
- ☒ Attachment V: Drug-Free Workplace Certification
- ☒ Attachment VI: Certification Regarding Disclosure of Conflict of Interest **N/A**
- ☒ Attachment VII: Certification of Fair Business Practices
- ☒ Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- ☒ Attachment IX: Historically Underutilized Businesses, Minority Or Women-Owned Or Disadvantaged Business Enterprises
- ☒ Attachment X: Attestation of Contracts Nullifying Activity
- ☒ Exhibit A: Service Area Designation Forms
- ☒ Exhibit B: Description of Desired Services for Proposed Pricing
- ☒ Exhibit C: Service Questionnaire
- ☒ Exhibit D: TXShare Pricing Proposal Instructions **N/A**
- ☒ Respondent recognizes that all proposals must be submitted electronically through Public Purchase by the RFP due date and time. All other forms of submissions will be deemed nonresponsive and will not be opened or considered.

**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**

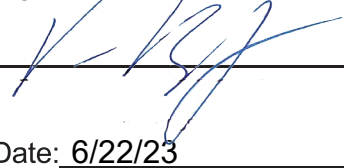
By signing its submission, Offeror acknowledges that it has read and understands the insurance requirements for the submission. Offeror also understands that the evidence of required insurance may be requested to be submitted within ten (10) working days following notification of its offer being accepted; 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):

Metric Consulting, LLC

---

Signature of Authorized Representative:



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Date: 6/22/23

**ATTACHMENT II:  
CERTIFICATIONS OF OFFEROR**

Not Applicable | Per Addendum

Name of Organization/Contractor(s):

Metric Consulting, LLC

Signature of Authorized Representative:



Date: 6/22/23

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

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

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


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

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

Name of Organization/Contractor(s):

Metric Consulting, LLC

Signature of Authorized Representative:



Date: 6/22/23

**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**

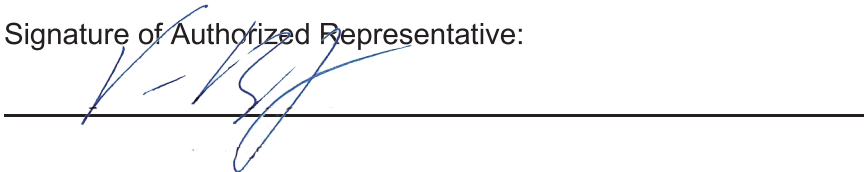
The undersigned certifies, to the best of his or her knowledge or belief, that:

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):

Metric Consulting, LLC

Signature of Authorized Representative:



Date: 06/22/2023

**ATTACHMENT V:  
DRUG-FREE WORKPLACE CERTIFICATION**

The Metric 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 Metric 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 statute in the workplace;

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

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

Name of Organization/Contractor(s):

Metric Consulting, LLC

Signature of Authorized Representative:



Date: 06/22/2023



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

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

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

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

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

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

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

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

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

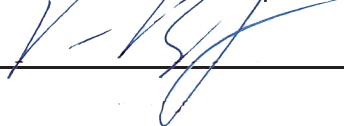
No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

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

Name of Organization/Contractor(s):

Metric Consulting, LLC

Signature of Authorized Representative:



Date: 06/22/2023

# CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

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.

## OFFICE USE ONLY

Date Received

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

2 ☐ Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

\_\_\_\_\_  
Name of Officer

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

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

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

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

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

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

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

\*\*\*  
(2) the vendor:

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

(i) a contract between the local governmental entity and vendor has been executed;

or

(ii) the local governmental entity is considering entering into a contract with the vendor;

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

(i) a contract between the local governmental entity and vendor has been executed; or

(ii) the local governmental entity is considering entering into a contract with the vendor.

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

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

(1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);

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

(3) has a family relationship with a local government officer of that local governmental entity.

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

(1) the date that the vendor:

(A) begins discussions or negotiations to enter into a contract with the local governmental entity; or

(B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

(2) the date the vendor becomes aware:

(A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);

(B) that the vendor has given one or more gifts described by Subsection (a); or

(C) of a family relationship with a local government officer.

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

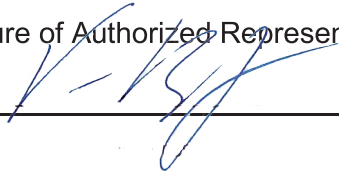
That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices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

Name of Organization/Contractor(s):

Metric Consulting, LLC

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Signature of Authorized Representative:



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Date: 06/22/2023

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

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

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

Indicate the certification that applies to your corporation:

    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.

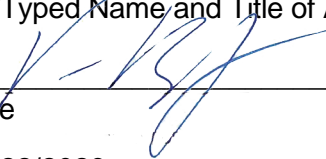
Type of Business (if not corporation):      ☐      Sole Proprietor

☐      Partnership

☐      Other

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.

|      Veronica Benitez, Psy.D, President  
(Printed/Typed Name and Title of Authorized Representative)

  
Signature

Date: 6/22/2023



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

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

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

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

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

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

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

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

**Indicate all that apply:**

\_\_\_\_\_ Minority-Owned Business Enterprise  
\_\_\_\_\_ X Women-Owned Business Enterprise  
\_\_\_\_\_ Disadvantaged Business Enterprise

**ATTEST TO Attachments of Certification:**

  
\_\_\_\_\_  
Authorized Signature

Veronica Benitez, Psy. D

06/22/2023

Typed Name

Date

Subscribed and sworn to before me this 22nd day of June (month), 2023 in

Miami (city), Miami-Dade (county), Florida (state).

Notary Public in and for Miami-Dade (County),

State of Florida Commission expires: 1/6/23

  
\_\_\_\_\_  
Public Notary, State of Florida

**SEAL**



**ATTACHMENT X**  
**ATTESTATION OF CONTRACTS NULLIFYING ACTIVITY**

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

**PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT CERTIFICATION**

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

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

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

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

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

SIGNATURE OF AUTHORIZED  
PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

  
\_\_\_\_\_  
Veronica Benitez, Psy. D

\_\_\_\_\_  
Metric Consulting, LLC

\_\_\_\_\_  
06/22/2023

**-OR-**



Not Applicable

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

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

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## DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

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

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

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

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

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

SIGNATURE OF AUTHORIZED  
PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

**-OR-**

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

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

**BOYCOTTING OF CERTAIN ENERGY COMPANIES** Not Applicable

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

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

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

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

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

SIGNATURE OF AUTHORIZED  
PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

**-OR-**

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

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

# EXHIBIT A

## Service Area Designation Forms

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

20.	Maryland		
21.	Massachusetts		
22.	Michigan		
23.	Minnesota		
24.	Mississippi		
25.	Missouri		
26.	Montana		
27.	Nebraska		
28.	Nevada		
29.	New Hampshire		
30.	New Jersey		
31.	New Mexico		
32.	New York		
33.	North Carolina		
34.	North Dakota		
35.	Ohio		
36.	Oregon		
37.	Oklahoma		
38.	Pennsylvania		
39.	Rhode Island		
40.	South Carolina		
41.	South Dakota		
42.	Tennessee		
43.	Texas	The North Central, Southeast and Gulf Coast regions as described in service area designation form above.	✓
44.	Utah		
45.	Vermont		
46.	Virginia		
47.	Washington		
48.	West Virginia		
49.	Wisconsin		
50.	Wyoming		

**EXHIBIT B**  
**Description of Desired Services to be Priced**

Not Applicable | Reponse detailed in Tab F

Responses to this Exhibit should be addressed in Tab F.

Respondents should furnish a price proposal that specifies pricing at an hourly rate for the various services they propose to offer. This pricing shall be available for the same rate at any location in the United States unless designated otherwise in your proposed pricing.

*Examples of position pricing proposal format:*

<u>Position</u>	<u>Hourly Rate</u>
<i>Project Executive</i>	<i>\$XXX.XX per hour</i>
<i>Project Manager</i>	<i>\$XXX.XX per hour</i>
<i>Damage Estimator</i>	<i>\$XXX.XX per hour</i>
<i>Grant Management Specialist</i>	<i>\$XXX.XX per hour</i>
<i>Senior Engineer/Planner</i>	<i>\$XXX.XX per hour</i>
<i>Engineer Analyst</i>	<i>\$XXX.XX per hour</i>
<i>Administrative Assistant</i>	<i>\$XXX.XX per hour</i>

The actual cost to each member agency will be negotiated between the awarded Contractor and the member agency based on the size and scope of the specific services needed to successfully complete the work using the hourly rates provided in Tab F.



**EXHIBIT C**  
**Service Questionnaire**

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

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

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

Category #	Description	Yes	No	Proposed % Discount
1	Grant Management & Consulting Services	✓		10%

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

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

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



WOMEN'S BUSINESS ENTERPRISE  
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

hereby grants

# National Women's Business Enterprise Certification

to

Metric Consulting LLC

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).  
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

Certification Granted: November 18, 2022

Expiration Date: November 18, 2023

WBENC National Certification Number: WBE2202873

WBENC National WBE Certification was processed and validated by Women's  
Business Enterprise Council Florida, a WBENC Regional Partner Organization.

Authorized by Nancy Allen, President & CEO  
Women's Business Enterprise Council Florida

**WBENC FLORIDA**  
WOMEN'S BUSINESS ENTERPRISE COUNCIL

NAICS: 541611  
UNSPSC: 93131800



Great Lakes  
Women's  
Business  
COUNCIL

GREATER  
WOMEN'S  
BUSINESS  
COUNCIL

WOMEN'S  
BUSINESS  
COUNCIL  
—  
SOUTHWEST

WBENC METRONY  
WOMEN'S BUSINESS ENTERPRISE COUNCIL

WBENC GREATER DMV  
WOMEN'S BUSINESS ENTERPRISE COUNCIL

WBEA

WBENC EAST  
WOMEN'S BUSINESS ENTERPRISE COUNCIL

WBENC ORV  
WOMEN'S BUSINESS ENTERPRISE COUNCIL  
OHIO RIVER VALLEY

WBENC PACIFIC  
WOMEN'S BUSINESS ENTERPRISE COUNCIL

WOMEN'S  
BUSINESS  
DEVELOPMENT  
CENTER

WBENC SOUTH  
WOMEN'S BUSINESS ENTERPRISE COUNCIL

WBENC WEST  
WOMEN'S BUSINESS ENTERPRISE COUNCIL

13940 SW 136th Street  
Miami, FL 33186

## Contact

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