



**TEXAS DEPARTMENT OF AGRICULTURE
2025-2026 TEXAS COMMUNITY DEVELOPMENT
BLOCK GRANT (Tx CDBG) PROGRAM PROFESSIONAL
ADMINISTRATIVE SERVICES**

CITY OF BRECKENRIDGE, TEXAS

SEPTEMBER 20, 2024

GrantWorks.

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

September 20, 2024

Cynthia Northrop
City Manager
City of Breckenridge
105 North Rose Avenue
Breckenridge, Texas 76424

**Subject: City of Breckenridge, Texas Request for Proposal:
Texas Department of Agriculture, 2025-2026 Texas Community Development Block
Grant (TxCDBG) Program Professional Administrative Services**

Dear Ms. Northrop:

Thank you for including GrantWorks in your Request for Proposal for the Texas Community Block Grant Program (TxCDBG) professional administrative services.

GrantWorks was founded in 1979 to help small and rural governments achieve their infrastructure, community development, economic development, and resilience goals. Today, we are Texas' foremost provider of application and grant management services with a history of securing and administering more than \$10 billion in assistance for in partnership with over 625 cities and counties in Texas.

As reflected in our name, we provide comprehensive grant management services that span the entire grant life cycle—from grant writing through project implementation and closeout. As this proposal will demonstrate, GrantWorks has unmatched resources and expertise for managing TxCDBG grant strategies on behalf of our clients. We believe we are the most qualified bidder to provide the services associated with the City of Breckenridge's TxCDBG project for the following reasons:

Proven Experience – GrantWorks has provided Community Development grant administration for over 45 years. For the first 15 years in business, GrantWorks focused primarily on CDBG grant administration under the Texas State Small Cities program. In that span, GrantWorks has completed over 2,000 CDBG projects, more than any other consultant working in the State. We have strong relationships within state and federal agencies, having worked for and with the U.S. Housing and Urban Development (HUD), Texas Department of Agriculture (TDA), Texas Department of Housing and Community Affairs (TDHCA), Texas General Land Office (GLO), and local governments in both public and private sector roles for more than four decades. GrantWorks is a Pre-Qualified Administrative Services Provider for TxCDBG and a HUD-approved Technical Assistance Provider.

Established Team – GrantWorks' 300 employees have experience covering all aspects of federal and state grant management, including applications, project development, environmental review, compliance assurance, and implementation of funded construction projects. We have a well-established Community Development Department of more than 65 employees, 3 primary offices, and 77 field locations throughout the state. Our team is immediately available to provide the detailed and informative guidance and effective project management services to support the City of Breckenridge's TxCDBG goals.

Highly Qualified Staff – Our team includes 82 Certified TxCDBG Administrators. More than a dozen team members have joined GrantWorks after successful careers in state and local government or grant-related consultancy. As a company, we have a culture of continuous improvement that extends to our team through regular training, sponsored certification, and abundant opportunity for professional development and growth.

Implementation Excellence – Our team of professionals includes project managers, grant administrators, planners, and subject matter experts. Specialists in grant writing, labor standards, environmental review, procurement, fair housing, construction management, and field-based client services fortify our project teams. This strong foundation of support allows our grant administration professionals to focus on project implementation. Tools such as **GrantWorks 20/20**—our proprietary grant management software solution—and detailed work plans that have been vetted and refined across thousands of project implementations enable GrantWorks to manage hundreds of grants across various programs successfully simultaneously.

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

We can provide the best assistance available to help you create a well-run, efficient, and successful TxCDBG program that complies with all TDA requirements. We appreciate your consideration of our firm.

Yours sincerely,

GRANTWORKS, INC.



Bruce J. Spitzengel
President

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SECTION 1 – SCOPE OF SERVICES

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SECTION 1 – SCOPE OF SERVICES

1.1 Project Approach

As Grant Administrator, GrantWorks is primarily responsible for coordinating and expediting all grant activities. We strive to remain a cooperative, informed, and active member of your project implementation team. As such, we help keep projects on track and on time. Our core tasks include:

- ▶ Maintain regular contact with the project engineer, the local contact person(s), City staff and officials, construction contractors, and the funding agency.
- ▶ Provide all start-up-related documentation, including a file maintenance system.
- ▶ Provide project engineers with an engineering instruction and forms packet, so they know up-front what information is required by TDA.
- ▶ Process all invoices, contracts, and change orders from the project engineer and contractors for recordkeeping and financial management.
- ▶ Review workable solutions to resolve unexpected cost overruns, construction activity or location changes, or other issues that affect your project's eligibility and standing with the TDA.
- ▶ Work with the City and TDA from start-up to close out to resolve any issues that may arise with your grant application or funded project.
- ▶ GrantWorks will work with the City of Breckenridge and provide the administrative/planning services needed to assist the City with its application and overall management of a TDA TxCDBG project.

1.2 Pre-Award Services

1.2.1 Application Development and Submission, if Required

GrantWorks prepares application documents and qualifies target areas using Census data. Our expertise in Geographic Information Systems (GIS) mapping, project scoping, and beneficiary documentation will help the City of Breckenridge quickly identify and prioritize its TxCDBG-eligible project.

Our application development services include:

- ▶ Develop detailed, thorough, and complete TxCDBG applications that meet or exceed TDA TxCDBG requirements.
- ▶ Coordinate with the project engineer.
- ▶ Submit the completed application to TDA by the deadline.
- ▶ Satisfy all TDA requests for information.

1.3 Post-Award Services

GrantWorks bases its strong project management methodology upon industry-standard best practices focused on proven processes, meticulous controls, and frequent and timely communications. Our project management team includes experts in procurement and bidding, contractor coordination, financial management, and other grant management requirements. We use detailed document tracking systems and collaborate daily to ensure your projects stay on track. GrantWorks will guide and assist with financial management, recordkeeping, scope changes, reporting, environmental clearance, acquisition, contract closeout, and other aspects of program implementation. We prepare and provide all forms, notices, and agenda items in advance.

1.3.1 Project Management

We break down our project management methodology into three simple steps:

- ▶ **Step 1:** Thoroughly assess and understand the City of Breckenridge's requirements and needs.
- ▶ **Step 2:** Plan and perform work in a manner that meets those needs.
- ▶ **Step 3:** Use periodic assessment and continuous improvement techniques to enhance the effectiveness and efficiency of our systems and processes.

The tasks behind those steps begin upon contract award. The Project Manager, assisted by a team of grant administration specialists with extensive experience working with the TDA on TxCDBG programs, will commence with program start-up procedures. These tasks include, but are not limited to:

- ▶ Meet with the City, engineers, and stakeholders to discuss project activities, administration practices, and procedures.
- ▶ Prepare start-up grant documents, forms, notices, and agenda items for review or action.
- ▶ Establish a recordkeeping and document/data management system.
- ▶ Create and maintain financial processes and reporting mechanisms that are fully compliant with all state and federal guidelines and grant requirements.
- ▶ Assist with procurement and meet compliance requirements (such as those found in 2 CFR 200).
- ▶ Identify and obtain any permits, easements, and rights-of-way that might later cause unforeseen amendments or acquisitions.
- ▶ Implement detailed document tracking systems and collaborate daily to ensure that projects stay on track.
- ▶ Maintain regular contact with the entire project team, including the project engineer, local contacts, construction contractors, and other parties.
- ▶ Prepare and submit quarterly reports and other required updates.
- ▶ Assist in meeting civil rights and related requirements.
- ▶ Assist with real property acquisition in compliance with state and federal law (URA).
- ▶ Assist with compliance with federal labor standards for construction contracts.
- ▶ Track inquiries regarding grant completion dates.
- ▶ Attend site visits and public meetings as needed.
- ▶ Serve as the City's liaison during TDA monitoring.

1.3.2 Financial Management

We ensure that local government recipients establish and maintain financial processes that comply with state and federal regulations. GrantWorks consistently receives high marks from state and federal monitors on our recordkeeping methodology. Our financial management services include:

- ▶ Establish regulatory-compliant financial processes, including:
 - > Create and maintain a grant ledger.
 - > Implement a recordkeeping system that will allow the City to keep physical and digital copies of all documents locally.
 - > Develop project reports and distribution protocols.
- ▶ Assist with project accounting, including processing invoices, maintaining contracts, and reviewing change orders received from the project engineer and contractors.

- ▶ Facilitate milestone payments and ensure they meet all requirements before the City of Breckenridge makes payment.
- ▶ Track invoice submittal and payment processing.
- ▶ Deliver and route batches of project invoices with receipts.
- ▶ Facilitate the development of workable solutions to resolve any unexpected cost overruns, changes in construction activities or locations, or other issues that affect the project's eligibility and standing with the TDA or other governing agencies.
- ▶ Ensure that the City can meet non-federal match requirements, if applicable.

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

1.3.3 Environmental Review

GrantWorks has performed environmental reviews for hundreds of federally funded projects to evaluate potential environmental impacts on biological resources such as air and water quality, socioeconomic resources, and sites with archaeological and cultural significance. These evaluations have supported our work for Categorical Exclusions (CEs), Environmental Assessments (EAs), Environmental Impact Statements (EISs), and tiered NEPA documents. We use state and federal resources to produce all necessary maps and data to understand relevant impacts and clearance needs. We also have expertise with wetland delineations and permit applications.

Managing environmental challenges can overwhelm local governments and frequently result in project delays. GrantWorks specializes in designing timely and efficient solutions to environmental obstacles. With our deep industry relationships and significant internal expertise, we can help mitigate hazards, ensure compliance with all TDA and HUD infrastructure and environmental requirements, and keep your project on track and on time. Environmental review services include:

- ▶ Analyze each project to determine the level of environmental review required.
- ▶ Coordinate environmental clearance procedures with appropriate federal and state agencies and interested parties to facilitate clearance or approval.
- ▶ Prepare environmental assessment, including completing and submitting HUD-required forms for and providing documentation to support environmental findings.
- ▶ Coordinate questions and feedback and prepare responses during the commenting phase.
- ▶ Maintain communication with local officials, engineers, and other members of the project team.
- ▶ Prepare and submit public notices for publication.
- ▶ Provide documentation of clearance for parties known to be interested as required by 24 CFR 58.43.
- ▶ Process environmental reviews and clearances following NEPA.
- ▶ Advise and complete environmental re-evaluations per 24 CFR 58.47 when evidence of further clearance or assessment is required.
- ▶ Prepare and submit monthly status reports.
- ▶ Participate in regularly scheduled progress meetings.
- ▶ Prepare and submit Request for Release of Funds and certifications to TDA.

1.3.4 Construction Management and Compliance with Labor Standards

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

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

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

- ▶ Help the City to document compliance with all federal and state requirements related to equal employment opportunity, minimum wage, and overtime pay requirements.
- ▶ Provide labor standards assistance, including requesting wage rates from TDA.
- ▶ Provide project engineers with instructions and form packets so they know up-front what information the state agency requires.
- ▶ Conduct pre-construction conference and prepare minutes.
- ▶ Review plans, bid documents, and change orders for compliance with regulations and conformance with the state contract.
- ▶ Compile and review construction contract documents.
- ▶ Review weekly payrolls, including compliance follow-ups and performing employee interviews.
- ▶ Oversee grant activities to ensure the project adheres to the established budget, scope, and schedule.

1.3.5 Fair Housing/Equal Opportunity

Our team is fully prepared to support the City with Affirmatively Further Fair Housing (AFFH) and Equal Employment Opportunity (EEO) monitoring. Besides having seasoned compliance and monitoring personnel, the GrantWorks Team has developed comprehensive AFFH/EEO reports for numerous clients. Drawing from this experience and the team's diverse skill set, we will ensure an affirmative project management approach at all phases, from the public hearing, planning, and data collection stages through project closeout and final sign-off. We will also consider and maximize accommodation and equal opportunity with all project stakeholders. The GrantWorks Team will draw upon previously vetted project checklists and other proven tools and templates to immediately expedite the development and monitoring processes and procedures following award notice. AFFH/EEO services include:

- ▶ Help the City to develop, implement, and document new activities for fair housing.
- ▶ Maintain documentation of all project beneficiaries by ethnicity and gender.

- ▶ Assist the City in developing and administering the Citizen Participation Plan per 24 CFR. Part 91, Section 3 requirements per CFR Part 135, and Section 504 requirements per 24 CFR Part 8.
- ▶ Provide all applicable equal opportunity provisions and certifications included in the bid packet.
- ▶ Ensure adoption of excessive force provision per 24 CFR Part 91.
- ▶ Assist the City in publishing all required notices.

1.3.6 Relocation

The GrantWorks Team provides relocation services to all eligible displaced persons. We determine the needs and preferences of displaced persons and explain available relocation assistance and a person's right to appeal if they are unsatisfied with agency decisions. We offer and provide transportation to locate replacement housing. GrantWorks also offers listings of comparable dwellings for residential displacements. Our relocation advisory services also provide information on other state and federal assistance programs, counseling, and further assistance to minimize the hardship of adjusting to relocation. Relocation services include:

- ▶ Help the City prepare and submit local relocation guidelines to TDA for approval.
- ▶ Assist the City in identifying individuals to be relocated and prepare appropriate notices.
- ▶ Interview eligible displaced persons, identify assistance needs, and provide education/assistance.
- ▶ Maintain a relocation record for each individual/family.
- ▶ Inventory locally available housing resources and maintain a referral list.
- ▶ Issue appropriate notices.
- ▶ Ensure we promptly make all payments.

1.3.7 Rehabilitation of Private Property

GrantWorks has a proven record of rehabilitating private property, including housing units inhabited by low- to moderate-income persons through five-year forgivable loans. Our housing rehabilitation activities bring rehabilitated units to HUD Section 8 existing Housing Quality Standards (HQS) and the Texas Minimum Construction Standards (TMCS). We assist cities and counties in providing homeowners with information that clearly explains the forgivable loan process and requirements. Rehabilitation of private property services include:

- ▶ Prepare and submit local rehabilitation guidelines to TDA for approval.
- ▶ Assist the City in establishing an escrow account and obtaining TDA approval.
- ▶ Develop outreach and application processing/verification forms.
- ▶ Screen applicants.
- ▶ Prepare work write-ups and cost estimates.
- ▶ Issue Notice to Proceed to construction contractors.
- ▶ Performance inspections, processing contract documents, and maintaining beneficiary records.
- ▶ Maintain applicant files following TDA requirements.

1.3.8 Audit, Closeout, and Archiving Files

GrantWorks operates on an audit-and-closeout philosophy that all projects should ‘begin with the end in mind.’ This simple statement means we create policies and procedures that support a compliant operation and a continuous closeout process throughout the project life cycle. From the beginning, we built an audit-ready program structured for closeout. Meticulous recordkeeping and documentation, critical milestone checklists, and transparent reporting facilitate routine and predictable final steps of the closeout process.

GrantWorks assists with reconciling financial data in all applicable systems, preparing the City for state and federal audits, and will participate in future audits as necessary. We excel in maintaining project files and proper documentation of all grant requirements. As part of our audit and closeout services, we:

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

1.3.9 Demonstrated Understanding of the Scope of the TxCDBG Project

The GrantWorks Team has a track record of completing TxCDBG projects on time and within budget. We have a deep bench of proficient and capable professionals to work closely with the City and TDA to reach all project schedule requirements and milestones successfully. GrantWorks intends to assist the City by proactively preparing for TDA TxCDBG funding. We will work closely with the City to determine specific needs for implementing projects and the type of information that best suits the City’s results.

SECTION 2 – EXPERIENCE

SECTION 2 – EXPERIENCE

2.1 About GrantWorks

GrantWorks’ mission is to help communities become stronger, smarter, and more resilient. We achieve this by helping our clients maximize the transformation potential of grant funding.

GrantWorks was founded in La Porte by Bruce Spitzengel in 1979. For over 40 years, GrantWorks has been Texas’ leading grant management firm specializing in state and federal grant programs. We are the foremost provider of community development, disaster recovery, hazard mitigation, housing, planning, transportation, and coastal grant program management for local governments in Texas. To date, GrantWorks has helped 625+ city, county, and state, government entities secure and implement over \$10 billion in assistance.

We offer full-service grant management—from project development and grant writing through planning, implementation, and fully compliant closeout services.

We develop meaningful partnerships with our clients, always seeking collaborative and creative opportunities to solve complex community challenges. Collaboration, inclusivity, respect, responsiveness, and technical excellence are the hallmarks of our success and provide the foundation for the long-term relationships we enjoy with the communities we serve.

Our extensive experience over various state and federal grants is illustrated below in **Figure 1: Grant Experience**.



Figure 1: Grant Experience

HOME_001_V1

SERVICES

- Grant Writing & Application Services
- Program Development
- Project Management
- Grant Administration
- Marketing & Outreach
- Project Development & Scoping
- Project Eligibility Determination
- Feasibility Reviews
- Planning
- Cost Estimates
- Beneficiary Application Intake
- Case Management
- Duplication of Benefits Reviews
- Financial Management
- Recordkeeping & Data Management
- Procurement
- On-Site Davis-Bacon Labor Standards
- Uniform Relocation Act (Acquisition)
- Environmental Review & Clearance
- Mapping/GIS
- Construction Management
- Federal/State/Local Compliance
- Reporting
- Audit & Monitoring Support
- Project Closeout

**PROJECT/
PROGRAM TYPES**

- American Rescue Plan Act
- CARES Act COVID-19 Response
- Congressionally Directed Spending
- Broadband Development
- Buyout/Acquisition Programs
- Capital Improvements
- Community Development
- Disaster Recovery & Resiliency
- Disaster Response
- Economic Development
- Emergency Rental Relief
- Hazard Mitigation
- Housing Rehabilitation/Reconstruction
- Homebuyer Assistance
- Homeowner Reimbursements
- Infrastructure
- Planning
- Retrofits for Public Buildings
- Training/Capacity Building
- Transportation

Figure 3: Services and Areas of Operation

GrantWorks is headquartered in Austin, with three primary offices and 77 field locations (**Figure 2**) throughout the state. GrantWorks' local presence facilitates our ability to be responsive to client and project needs and enables our teams to be present and act quickly when necessary.

Our local presence also enables us to work side-by-side with our neighbors to help secure assistance and implement grant-funded programs that improve the quality of life in the areas where we live, work, and play. We have provided an overview of our services and areas of operation in **Figure 3**.

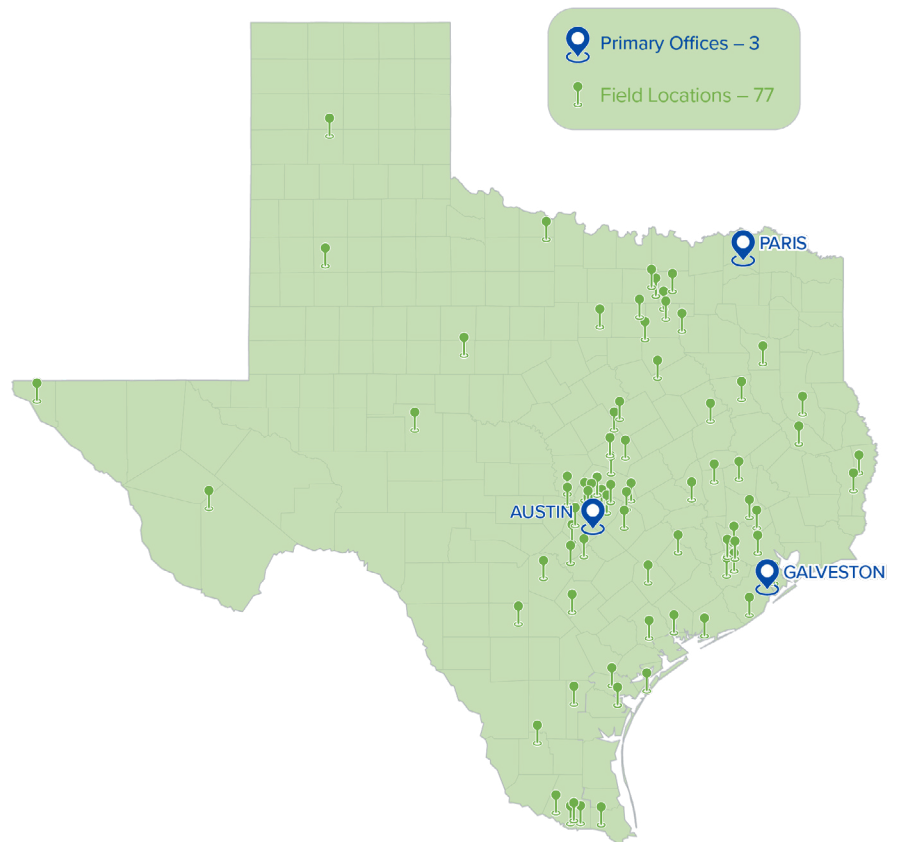


Figure 2: Primary offices and field locations

2.2 Experience Working With and For Federal and State Funding Agencies

GrantWorks administers grants from a wide variety of state and federal funding sources. We are skilled in applying laws, regulations, and agency requirements in the administration of grant contracts, and we have customized workflows and management tools that conform to grant- and agency-specific policies and procedures. This practice facilitates efficient and compliant management across various grant types and programs. We have tailored protocols for grant programs funded by the agencies listed in **Figure 4**.

As a primarily Texas-based firm with 45 years of experience, GrantWorks has well-established relationships with state funding agencies including:

- ▶ Texas Department of Agriculture (TDA)
- ▶ Texas Department of Transportation (TxDOT)
- ▶ Texas General Land Office (GLO)
- ▶ Texas Department of Housing & Community Affairs (TDHCA)
- ▶ Texas Parks & Wildlife Department (TPWD)
- ▶ Texas Water Development Board (TWDB)
- ▶ Texas Division of Emergency Management (TDEM)

We have successfully managed multiple high-value state-run programs on behalf of Texas agencies including the oversight of major subrecipients for \$3+ billion in Hurricane Harvey CDBG-DR funding. Several GrantWorks employees joined the firm following successful careers with state agencies who bring valuable perspective on the programmatic requirements of agency-specific grant programs.

2.3 Experience with Federally Funded Projects

GrantWorks provides grant administration, application, and project management services for various federal grant programs, and we have extensive experience managing federally funded construction projects (**Figure 5**). We have implemented more than 2,000 CDBG infrastructure projects representing \$500+ million in grant funding. Our knowledgeable staff understands the myriad regulations and requirements associated with federal grant funding and is ready to guide the City of Breckenridge seamlessly through the process.



Figure 4: Federal Agencies



Figure 5: HUD-Approved Technical Assistance Provider since 2014

2.4 Community Development Block Grant Program Experience

GrantWorks has been assisting local governments with CDBG grant administration since 1979. During our first 15 years in business, community development grant administration was the primary focus of our operations. Over the years, we have completed thousands of CDBG projects in more than 450 cities and counties across Texas. Today, we offer application, administration, management, and planning services for a wide variety of CDBG-funded programs.

TEXAS COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

The **Texas Department of Agriculture (TDA)** administers the Texas Community Development Block Grant Program (TxCDBG). This HUD-funded program assists supports community projects such as utility infrastructure, disaster response, and unique local economic development projects, and helps small cities and rural communities provide decent housing, suitable living environments, and expanded economic opportunities.



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

COMMUNITY DEVELOPMENT BLOCK GRANT DISASTER RECOVERY AND MITIGATION PROGRAMS

The **Texas General Land Office (GLO)** administers HUD Community Development Block Grant Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT) funds to help rebuild disaster-impacted Texas communities by putting Texans back in their homes, restoring critical infrastructure, and mitigating future damage through resilient community planning.



CDBG-DR 2018 Floods and 2019 Tropical Storm Imelda Program:

- ▶ State-level Housing Assistance and Reimbursement Program (HAP): \$68+ million

CDBG-MIT 2015 Floods, 2016 Floods, and Hurricane Harvey Round 1 Infrastructure Program:

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

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

- ▶ 65+ local government projects funded, \$183+ million
- ▶ Buyouts and Acquisitions: 16 local government projects funded, \$59+ million with no match required
- ▶ State-level oversight of major subrecipients in implementing Homeowner Reimbursement, Affordable Rental, and Economic Revitalization Program Funds, \$3+ billion
- ▶ State-level Housing Assistance Program (HAP): \$643+ million

CDBG-DR 2016 Floods:

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

CDBG-DR 2015 Floods:

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

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

- ▶ 90+ local government projects funded, \$436 million, including:
 - › City of Galveston infrastructure, \$100 million
 - › City of Houston infrastructure, \$26 million
 - › Galveston Housing Authority Multifamily Rebuild, \$155 million
 - › Galveston Housing Authority Rental Housing Replacement Program, \$26 million

COMMUNITY DEVELOPMENT BLOCK GRANT CARES ACT

The **Texas Department of Housing and Community Affairs (TDHCA)** is the designated administrator of the Community Development Block Grant CARES Act (CDBG-CV) program. Designed to help Texans respond to and recover from the impacts of COVID-19, the program offered a variety of assistance ranging from Emergency Rental and Mortgage Assistance programs to community funding to improve access to social services and healthcare.



- ▶ **Texas CDBG-CV Community Resiliency Program:** 5 local government projects funded, \$17.7 million

2.5 Experience With Other Federal and State Grant Programs

TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS ADMINISTERED GRANTS

Texas HOME Non-Rental Housing Program:

- ▶ **Homeowner Rehabilitation Assistance (HRA) Program:**
 - › 700+ contracts awarded to cities, counties, and nonprofits for \$220+ million
 - › 3,300+ substandard houses rehabilitated or reconstructed
- ▶ **Disaster Recovery (DR) Program:** 15 contracts, \$4.76 million
- ▶ **Purchase with Disabilities (PWD) Program:** 18 contracts, \$3.28 million

U.S. DEPARTMENT OF THE TREASURY GRANTS

- ▶ **American Rescue Plan Act of 2021 Program:** 180+ contracts awarded by cities and counties, 800 projects managed, \$900 million.
- ▶ **RESTORE Act Program:** 4 projects, \$20.8 million.

FEDERAL EMERGENCY MANAGEMENT AGENCY GRANTS

Public Assistance:

- ▶ 8 Hurricane Harvey contracts, \$80 million
- ▶ 1 Hurricane Florence contract
- ▶ 1 Hurricane Laura contract

Hazard Mitigation Assistance:

- ▶ Homeowner Elevations and Reconstructions: 4 projects, \$65 million.
- ▶ Hazard Mitigation Plans: 36 projects, \$3.2 million.
- ▶ Critical Facility Generators: 31 projects, \$12.1 million.
- ▶ Warning Sirens: 8 contracts, \$428,489.
- ▶ Drainage Infrastructure and Community Safe Rooms: 4 projects, \$6.8 million

U.S. ECONOMIC DEVELOPMENT ADMINISTRATION GRANTS

- ▶ **Public Works and Economic Adjustment Assistance Program:** 10 projects, \$24 million

U.S. DEPARTMENT OF TRANSPORTATION GRANTS

- ▶ **County Transportation and Infrastructure Fund:** 70+ clients, 400+ individual projects administered, \$131 million.
- ▶ **Border Colonia Access Program:** \$1.3 million.
- ▶ **Safe Routes to School Program:** 25 projects funded, \$14.5 million.
- ▶ **Surface Transportation Environment and Planning:** \$1 million.
- ▶ **Transportation Enhancement Act for the 21st Century:** \$2.4 million.

TEXAS PARKS AND WILDLIFE GRANTS

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

2.6 Similar Projects in the WCTCOG Region

With nearly 1,000 community development contracts implemented on behalf of hundreds of local communities, GrantWorks is among the leading providers of TxCDBG services. Our staff works directly with cities and counties to identify and implement grant-eligible infrastructure improvements. We are dedicated to community development through public works construction and believe these improvements are essential to strengthening Texas communities. **Figure 6** below shows GrantWorks’ other city and county government project experience within the City of Breckenridge and the West Central Texas Council of Governments (WCTCOG) Region.

Figure 6: Our Relevant WCTCOG Region Project Experience

CLIENT	YEAR STARTED	GRANT TYPE	PROJECT DESCRIPTIONS	GRANT AMOUNT
Anson	2021	ARPA	Administrative Services	\$569,164
	2017	CD	Sewer Improvements	\$275,000
	2017	DRP	Water System Improvements	\$750,000
	2016	PCB	Planning Studies	\$44,850
Baird	2020	CD	Water Improvements	\$275,000
Bangs	2023	CD	Street Improvements	\$500,000
	2015	CD	Sewer System Improvements	\$275,000
Blackwell	2021	CD	Street Improvements	\$350,000
	2021	ARPA	Administrative Services	\$47,127
Blanket	2021	CD	Water & Sewer Improvements	\$350,000
	2013	CD	Water Improvements	\$275,000
	2003	CD	Sewer System Improvements	\$250,000
	2003	CD	Sewer System Improvements	\$250,000
	2001	CD	Water System Improvements	\$350,000
Brownwood	2003	CD	Housing Rehabilitation	\$250,000
Callahan County	2008	PA	Road, Bridge, & Drainage Restoration	\$228,132
	2008	PA	Road & Drainage Restoration	\$350,000

Figure 6: Our Relevant WCTCOG Region Project Experience

CLIENT	YEAR STARTED	GRANT TYPE	PROJECT DESCRIPTIONS	GRANT AMOUNT
Clyde	2021	ARPA	Administrative Services	\$947,286
	2021	CD	Water & Sewer Improvements	\$350,000
	2021	PCB	Planning Studies	\$37,660
Coleman	2001	CD	Water System Improvements	\$250,000
	2001	PCB	Planning Studies	\$50,000
Colorado City	2015	DRP	Infrastructure Improvements	\$240,000
	2013	DRP	Stripes Infrastructure Improvements	\$750,000
	2013	DRP	Infrastructure Improvements	\$460,000
Cross Plains	2022	CD	Water & Sewer Improvements	\$350,000
	2019	CD	Water Improvements	\$275,000
	2017	CD-DR	Affordable Multi-Family Rental Units	\$2,000,000
	2014	CD	Water Improvements	\$275,000
	2009	PCB	Planning Studies	\$36,250
De Leon	2014	PCB	Planning Studies	\$44,410
	2011	CD	Water System Improvements	\$275,000
	2004	CD	Water System Improvements	\$250,000
	2002	PCB	Planning Activities	\$44,800
Early	2021	ARPA	Administrative Services	\$783,004
Fisher County	2021	ARPA	Administrative Services	\$743,933
	2021	CTIF	Road Improvements	\$372,627
	2020	CD	Water Improvements	\$275,000
Goree	2008	PCB	Planning Studies	\$22,100
Gorman	2022	CD	Water & Sewer Improvements	\$350,000
	2022	DRP	Sidewalk Improvements	\$500,000
	2022	FAST	Emergency Vehicle & Equipment Purchase	\$719,587
	2021	ARPA	Administrative Services	\$256,458
	2016	CD	Water Improvements	\$275,000
Haskell	2021	ARPA	Administrative Services	\$781,269
	2015	DRP	Infrastructure & Real Estate	\$600,000
Haskell County	2005	PA	Disaster Relief	\$350,000
Hawley	2009	CD	Water System Improvements	\$250,000
	2002	CD	Housing Rehabilitation	\$250,000
Miles	2022	ARPA	Administrative Services	\$216,069
	2013	CD	Water Improvements	\$275,000
	2006	CD	Water System Improvements	\$250,000
	2001	CD	Water System Improvements	\$250,000

Figure 6: Our Relevant WCTCOG Region Project Experience

CLIENT	YEAR STARTED	GRANT TYPE	PROJECT DESCRIPTIONS	GRANT AMOUNT
Mitchell County	2020	TWB	Groundwater Desalination	\$2,756,295
	2011	REDPP	Renewable Energy Desalination	\$2,460,564
Moran	2006	PCB	Planning Studies	\$20,600
Ranger	2021	CD	Water Improvements	\$350,000
	2008	PA	Flood Damaged Street Restoration	\$350,000
Rising Star	2021	ARPA	Administrative Services	\$203,432
	2011	PCB	Planning Studies	\$32,565
Runnels County	2008	CD	Water System Improvements	\$250,000
	2008	PA	Disaster Relief – County Road Repairs	\$142,404
Snyder	2014	DRP	Infrastructure Improvements	\$750,000
Sweetwater	2017	CD	Water System Improvements	\$275,000
Tye	2022	CD	Water Improvements	\$350,000
	2021	PCB	Planning Studies	\$37,370
Weinert	2021	ARPA	Administrative Services	\$40,141
	2021	CD	Infrastructure Improvements	\$350,000
	2014	CD	Water Improvements	\$275,000
	2012	PA	Emergency Water System Improvements	\$350,000
	2007	CD	Sewer System Improvements	\$250,000

2.7 Relevant Project Descriptions

GrantWorks’ Texas roots enable us to support both local governments and state agencies by effectively and efficiently implementing programs within the federal and Texas statutory framework. Our broad footprint across the State means that we can act quickly and complete activities promptly. Having so many of our staff working and living in the communities we serve gives us a unique stake in the success of the programs we manage. We have provided detailed descriptions of TxCDBG projects similar in size and scope to projects the City of Breckenridge might pursue on the following pages.

- ▶ East Kerr County/Center Point Wastewater Collection Project, Kerr and Kendall Counties, Texas
- ▶ Wastewater Treatment Plant Clarifier Rehabilitation, City of Natalia, Texas
- ▶ Street Improvements - Horizon Way, City of Josephine, Texas
- ▶ Water Meter Replacement Project, City of Marion, Texas
- ▶ Municipal Water Well Construction, City of Blanket, Texas
- ▶ Sewer Line Replacement, City of Madisonville, Texas
- ▶ Elevated Water Storage Tank Construction, Wood County, Texas



EAST KERR COUNTY/CENTER POINT WASTEWATER COLLECTION PROJECT

KERR COUNTY AND KENDALL COUNTY, TEXAS



“These wastewater collection projects will protect the Guadalupe River and keep it pristine for future generations of Kerr County residents.”

-Jonathan Letz, Precinct 3 Commissioner, Kerr County

THE CHALLENGE

The homes and businesses in Center Point, Texas—an unincorporated community in Kerr County—had always relied on On-Site Sewage Facilities (OSSF) for the treatment and disposal of domestic sewage. But as the community on the banks of the Guadalupe River grew, development became too dense for effective septic-system use. Failing and obsolete OSSF imperiled water quality in the river, creating potential for health risks, and stifling economic potential in the area.

THE SOLUTION

The East Kerr County Center Point Wastewater Collection project was developed with the goal of getting homes and businesses off of the inadequate OSSF and protect the Guadalupe River. The massive undertaking involved the collection of wastewater from the Center Point and East Kerr County area, and sending it to a Kendall County Wastewater Treatment Plant in Comfort, Texas for treatment.

Phase 1 of the project included upgrades to the treatment plant to increase peak flow capacity to accommodate the project. Phases 2 and 3 involved construction of the system. The counties engaged GrantWorks to provide application services, project management, grant administration, financial management, construction phase management, and connection assistance services.

The GrantWorks project team attended and took minutes during monthly conference calls and in-person progress meetings, and coordinated with County officials and key personnel to monitor the project for programmatic compliance and adherence to local, state, and federal laws. The project manager tracked construction progress, using internal checklists to monitor each step of the grant

CLIENTS:

Kerr and Kendall Counties, Texas

GRANT PROGRAM:

Texas Community Development Block Grant administered by the Texas Department of Agriculture Clean Water State Revolving Fund Colonia Construction Fund (CFC) Colonia Economically Distressed Areas Program (CEDAP)

GRANT AMOUNT:

\$59,404,391

PROJECT DATES:


May 2016 – April 2022


SERVICES PROVIDED:

- ✓ Application Development
- ✓ Grant Administration
- ✓ Project Management
- ✓ Eligibility Determination
- ✓ Marketing & Outreach
- ✓ Recordkeeping
- ✓ 2 CFR 200 Compliance
- ✓ Procurement
- ✓ Financial Management
- ✓ Environmental Compliance
- ✓ Income Surveys
- ✓ Labor Standards Monitoring
- ✓ Construction Management
- ✓ Data Management & Reporting
- ✓ Closeout

REFERENCE:

Charlie Hastings
County Engineer - Kerr County

 (830) 896-9046

 chastings@co.kerr.tx.us

process and ensure that all documentation was submitted correctly and on time. Specific administrative responsibilities included:

- ▶ Documenting income-eligible activity by verifying low- and moderate-income status for all benefiting households during implementation.
- ▶ Reviewing construction pay estimates and engineering and inspection services invoices.
- ▶ Maintaining a grant ledger.
- ▶ Submitting monthly payment requests to TDA and the Texas Water Development Board (TWDB).
- ▶ Preparing and submitting Disadvantaged Business Enterprise (DBE), American Iron and Steel, and Davis-Bacon Wage Rate forms.
- ▶ Reviewing weekly payrolls and performing monthly employee interviews to evaluate adherence to Davis-Bacon wage rules and conducting compliance follow-ups.

THE RESULTS

“With the help of GrantWorks, we were able to put together several sources of funds and that lessened the amount of money that Kerr County taxpayers will have to pay, particularly grants and forgivable loans,” said Letz.

GrantWorks facilitated the application for and award of a TDA grant to cover connection costs for a majority of the homes newly served by the wastewater system. Our team helped the County to complete income surveys of residents in the East Kerr County projects area, facilitated public outreach efforts (including developing flyers and mail-outs), communicated with applicants for connection assistance, reviewed applications for eligibility, and coordinated the connection approval process.



WASTEWATER TREATMENT PLANT CLARIFIER REHABILITATION CITY OF NATALIA, TEXAS



THE CHALLENGE

The Wastewater Treatment Plant serving the City of Natalia was built in 1976. The sewer treatment clarifier was aged and deteriorating resulting in poor water treatment.

THE SOLUTION

The City engaged GrantWorks to provide application assistance and grant administration services to rehabilitate the malfunctioning clarifier. The funded project entailed the re-coating the interior surfaces and replacing aged, critical mechanical components including one skimmer, one baffle, and one motor drive, clarifier lining, and all associated appurtenances.

THE RESULTS

This project delivered on time and within budget, despite some complications when the Texas Historical Commission (THC) ordered an archaeological survey with the following comments:

“The proposed project, while stated as situated within previously-disturbed sediment, overlaps with a known archaeological site that was recommended for testing to determine its eligibility. As such, the project area should undergo an archaeological survey to determine the condition of this site and determine whether additional work is needed.”

The Project Manager coordinated with the engineer and City. The engineer had conservatively estimated that ground disturbance would be minimal and limited to 10 feet around the existing clarifier. In discussions following the THC order, it was confirmed that as a rehabilitation project, no excavation of the grounds around the clarifier were anticipated.

GrantWorks submitted an updated explanation letter from the engineer stating that any disturbance would be from normal operating activities or from vehicles/crew associated with the project activities. The THC removed the survey requirement, mitigating delays in project delivery.

CLIENT:

City of Natalia, Texas

GRANT PROGRAM:

Texas Community Development Block Grant administered by the Texas Department of Agriculture

GRANT AMOUNT:

\$275,000 + \$13,750 match

PROJECT DATES:

January 2020 – September 2022

SERVICES PROVIDED:

- ✓ Application Development
- ✓ Grant Administration
- ✓ Project Management
- ✓ Eligibility Determination
- ✓ Marketing & Outreach
- ✓ Recordkeeping
- ✓ 2 CFR 200 Compliance
- ✓ Procurement
- ✓ Financial Management
- ✓ Environmental Compliance
- ✓ Income Surveys
- ✓ Labor Standards Monitoring
- ✓ Construction Management
- ✓ Data Management & Reporting
- ✓ Closeout

REFERENCE:

Nichole Bermia
Assistant City Secretary
City of Natalia
PO Box 270
Natalia, Texas 78059
[\(830\) 663-2926](tel:(830)663-2926)
accounting@cityofnatalia.com





STREET IMPROVEMENTS – HORIZON WAY CITY OF JOSEPHINE, TEXAS



THE CHALLENGE

Horizon Way was a dirt road that washed out with heavy rain or flooding hindering the ability of local residents to receive emergency services.

THE SOLUTION

Sixty nine percent of Horizon Way residents have low-to-moderate income, and these roads improvements will improve access to public facilities for basic human needs during hardships like floods and heavy rains. GrantWorks helped the City develop a successful application for a TxCDBG grant to fund roadway improvements that included replacing the existing dirt travel path with an asphalt surface. The project called for the construction of 3,000 LF of roadway utilizing 8,000 SY of flexible base subgrade, two-layer asphalt pavement, and all associated appurtenances.

As a single access road terminating in a cul-de-sac, project beneficiaries were limited to the residents of Horizon Way. GrantWorks secured income surveys for 85% of the 23 households to verify LMI eligibility. Two addresses were vacant, and three were nonresponsive.



GrantWorks attempted to survey every household on Horizon Way to verify LMI eligibility.

CLIENT:

City of Josephine, Texas

GRANT PROGRAM:

Texas Community Development Block Grant administered by the Texas Department of Agriculture

GRANT AMOUNT:

\$350,000 + \$17,500 match

PROJECT DATES:

November 2020 – February 2024

SERVICES PROVIDED:

- ✓ Application Assistance
- ✓ Grant Administration
- ✓ Program Management
- ✓ Project Scope Development
- ✓ Outreach
- ✓ Eligibility Determination
- ✓ Environmental Reviews
- ✓ Construction Management
- ✓ Compliance Monitoring
- ✓ Davis-Bacon Labor Standards
- ✓ Project Closeout
- ✓ QA/QC

REFERENCE:

Patti Brooks
City Secretary
City of Josephine
201 Main Street
Josephine, Texas 75173
(469) 717-0068
pbrooks@cityofjosephinetx.com

THE RESULTS

The GrantWorks project team worked hard to make sure all documentation was managed quickly and efficiently. GrantWorks worked extremely well with the City to make sure all milestones were met. The project was completed within budget and ahead of schedule. The client said she would absolutely recommend us to other clients!



WATER METER REPLACEMENT PROJECT

CITY OF MARION, TEXAS



THE CHALLENGE

Outdated and deteriorated water meters in the City of Marion were resulting in water loss and inaccurate readings. The City sought Tx CDBG Community Development assistance to help fund the replacement of 651 water meters, install remote-read software, data collector and transceiver, and all associated appurtenances.

THE SOLUTION

The City engaged GrantWorks to assist with application preparation and provide grant administration for the resulting award.

THE RESULTS

The design, bidding, and construction phases were all completed on time. Throughout the project's duration, the Project Manager worked closely with the City, engineer, and contractor.

Procurement Support: The City of Marion received six bids for meter installation, but the lowest bidder failed to provide all of the required documents for the bid and included an exclusion to the liquidated damages clause in the contract. GrantWorks consulted with the project team including the engineer, the City Attorney, and the Mayor who agreed to disqualify the lowest cost bidder in favor of firms that met all requirements and provided all documentation requested in the RFP.

Environmental Expertise: GrantWorks' Environmental Scientists worked closely with TDA to ensure the proper review level was conducted in a timely manner, and Authority to Use Grant Funding was achieved. The review process revealed two obstacles hindering project delivery. The project plans called for water meters to be located within the Edwards Aquifer watershed, requiring GrantWorks to coordinate EPA approval. It was also discovered that 8 water meters were to be located within a floodplain, requiring those meters to be removed from the design plans.

CLIENT:

City of Marion, Texas

GRANT PROGRAM:

Texas Department of Agriculture
Tx CDBG Community Development Program

GRANT AMOUNT:

\$287,296 + \$17,500 match

PROJECT DATES:

March 2022 – February 2024

SERVICES PROVIDED:

- ✓ Application Preparation
- ✓ Grant Administration
- ✓ Project Management
- ✓ Recordkeeping
- ✓ Marketing & Outreach
- ✓ Environmental Services
- ✓ Eligibility Determination
- ✓ Income Surveys
- ✓ Financial Management
- ✓ Data Management & Reporting
- ✓ Construction Management
- ✓ Labor Standards
- ✓ Audit & Monitoring Support
- ✓ Project Closeout

REFERENCE:

Victor Contreras
Mayor
City of Marion
303 South Center Street
Marion, Texas 78124
[\(830\) 914-2391](tel:(830)914-2391)
vcontreras@cityofmariontx.org





MUNICIPAL WATER WELL CONSTRUCTION

CITY OF BLANKET, TEXAS



THE CHALLENGE

Three of the seven water wells serving the City of Blanket, Texas were out of commission. Well No. 4 was inoperable and had been plugged in 2018, and Well No. 2 was not available for use due to unacceptable water quality for a Public Water System (PWS). When Well No. 8 also failed and was deemed irreparable, it was clear that an additional water supply was needed to provide adequate service to their customers and meet TCEQ's minimum capacity requirements.

GrantWorks helped the City apply for a TDA TxCDBG Community Development grant to fund:

- ▶ Construction of a new municipal water supply well, including 36-hour pump test and water quality testing, 200 LF of 4" water line, gate valves, with associated pavement replacement and all associated appurtenances.
- ▶ Rehabilitation of Well No. 2, and provision of a level control system for the associated elevated storage tank, and all appurtenances.
- ▶ Decommissioning and plugging of Well No. 8.
- ▶ Property acquisition.

Unfortunately, the results of the procurement, like so many conducted in the wake of the COVID-19 pandemic, were unexpected. Only one bid was received in the amount of \$1 million—nearly three times the \$367,500 grant award. The City had committed \$17,500 to supplement engineering and construction, but the difference was insurmountable.

THE SOLUTION

The need for a new well was paramount and GrantWorks moved quickly to coordinate a scope reduction recommendation with the project engineer and City staff. The GrantWorks Team confirmed that the changes would not impact the beneficiary determination, engineering design, TCEQ approval for the well, or environmental

CLIENT:

City of Blanket, Texas

GRANT PROGRAM:

Texas Department of Agriculture
TxCDBG Community Development Program

GRANT AMOUNT:

\$350,000 + \$17,500 match

PROJECT DATES:

March 2022 – February 2024

SERVICES PROVIDED:

- ✓ Application Preparation
- ✓ Grant Administration
- ✓ Project Management
- ✓ Recordkeeping
- ✓ Marketing & Outreach
- ✓ Property Acquisition
- ✓ Environmental Services
- ✓ Eligibility Determination
- ✓ Income Surveys
- ✓ Financial Management
- ✓ Data Management & Reporting
- ✓ Construction Management
- ✓ Labor Standards
- ✓ Audit & Monitoring Support
- ✓ Project Closeout

REFERENCE:

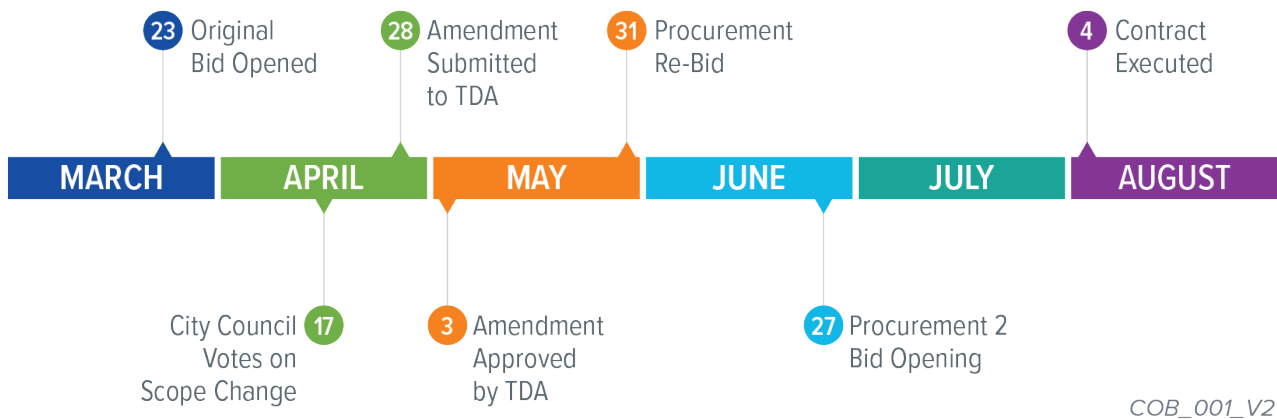
Rose Wigham
City Secretary
City of Blanket
PO Box 38
Blanket, Texas 76432
[\(325\) 748-3171](tel:(325)748-3171)
blankettx@outlook.com

clearance work that had already been completed. A recommendation was made to City Officials to modify the scope and rebid the project. At the direction of the City Council, an amendment was submitted and quickly approved by the TDA.

THE RESULTS

The City of Blanket has a new 250-foot deep PWS supply well with testing and related appurtenances, and a 2” PVC water line and gate valves to connect the new well to the PWS.

Timeliness: Despite challenges to the timeline associated with real property acquisition, the TCEQ review and approval process, scope modification, TDA amendment approval, and rebidding the construction contract, this project was completed and closed out by the original grant end date. The Project Management team worked diligently to expedite the reprocurement and the amendment process to keep the project on schedule.



GrantWorks carefully managed delays and tightened the timeline to keep the project on track.

Cost Control: Although it was necessary to reduce the scope to stay within budget, the primary goal of installing a new well was met. No additional costs came up during construction, and with landowners agreeing to donate their land to the City for the project, the funds originally obligated for acquisition were able to be used elsewhere. The team was able to accomplish the plugging of Well No. 8, which had been removed from the scope.

Business Relationships: The City of Blanket, primarily represented by the City Secretary, was inquisitive and engaged throughout the life cycle of the grant. Their thoughtful and detailed questions frequently required research and consultation with the TDA, the engineer, and GrantWorks senior management. The project manager, appreciating the City’s attention to detail, worked diligently to respond to each item and provide as much clarification as needed. “Sometimes this meant lots of extra time finding detailed information, but it was worth it for the City to feel confident and comfortable moving forward,” Project Manager Ryan Sunvision said.

This level of responsiveness set the stage for a collaborative and communicative partnership with the City. While GrantWorks prepared the necessary documentation to secure land-use agreements to accommodate the project, the City saw an opportunity to leverage the process as an exercise in community building. City staff hand-delivered the acquisition paperwork and secured and scanned signatures in the process. The personal attention clearly made a difference as all four property owners declined modest offers of compensation for granting the easements. This is but one example of how GrantWorks’ business relationship with the City facilitated operations.



SEWER LINE REPLACEMENT CITY OF MADISONVILLE, TEXAS



THE CHALLENGE

The deteriorated clay tile sewer line at Commerce and Main Streets, buried at least 15 feet deep in some places, was prone to collapse and had been repaired on numerous occasions. Frequent breaks and bypasses posed a health and safety risk to citizens and the environment. Also, the associated manholes were subject to significant inflow, infiltration, and collapse due to the deteriorated condition of the line. While emergency point repairs were made to address collapses, they did nothing to solve the root cause of the issue. It was determined that service disruptions and the need for costly maintenance and repairs would continue until the line segment and adjacent manholes were replaced.

THE SOLUTION

The City chose to install 800 feet of 12-inch and 15-inch sanitary sewer lines, including manholes and reconnections, to eliminate disruptions in service and reduce the need for expensive repairs. GrantWorks was engaged to provide pre- and post-award grant administration and management services, to help secure and manage TDA TxCDBG funding for the project. GrantWorks provided full-service support for the project, from application development, through fully compliant project closeout. Our project management team facilitated collaboration with the client and engineer to ensure grant compliance.

As was the case with many pandemic-era projects, supply chain and workforce issues drove unforeseeable increases in construction costs. When every bid came in over budget, the project manager suggested reducing the project scope to bring the costs down. The engineer and client discussed other options, but ultimately decided to pursue a scope reduction. The project manager made it clear to all parties that this would likely require an extension amendment.

CLIENT:

City of Madisonville, Texas

GRANT PROGRAM:

Texas Department of Agriculture,
Texas Development Block Grant
Program, Community Development
Fund

GRANT AMOUNT:

\$275,000

PROJECT DATES:

February 2021 – January 2023

SERVICES PROVIDED:

- ✓ Application Development
- ✓ Grant Administration
- ✓ Project Management
- ✓ 2 CFR 200 Compliance
- ✓ Procurement
- ✓ Recordkeeping & Document Management
- ✓ Financial Management
- ✓ Environmental Services
- ✓ GIS Mapping
- ✓ Labor Standards/Davis- Bacon Monitoring
- ✓ Construction Management
- ✓ Data Management & Reporting
- ✓ Closeout

REFERENCE:

William Parten, Mayor
City of Madisonville
210 Cottonwood Street
Madisonville, Texas 77864

☎ (936) 348-2748

✉ bill.parten@ci.madisonville.tx.us

The scope reduction and amendment approval delayed the project, as expected. Had the first round of bids been acceptable, the project likely would have finished before the original contract date.

Prior to recommending the scope reduction, the project manager reached out to GrantWorks beneficiary team to learn how changes might impact the beneficiaries. Finding no changes in beneficiaries, she coordinated with GrantWorks' environmental team to confirm that re-evaluation would not be necessary.

This project saw the launch of TDA Go, TDA's online grant management website. Our team worked closely with City staff as they learned together how to navigate the new system.



ELEVATED WATER STORAGE TANK CONSTRUCTION WOOD COUNTY, TEXAS



THE CHALLENGE

Texas Administrative code 290.45(b)(1)(D)(ii), which governs TCEQ's minimum water system capacity requirements, states that public water systems must have an elevated storage capacity of 100 gallons per connection—a condition that was not met in the area served by the Mt. Pigsah Pump Station in Wood County, Texas.

THE SOLUTION

A 200,000-gallon elevated storage tank was needed to meet TCEQ compliance requirements. The County engaged GrantWorks to assist with developing a TDA grant application for a TxCDBG Community Development Fund grant, including grant administration and project management of funded projects.

The TDA awarded the County \$275,000 to be supplemented by a \$978,520 match from the Fouke Water Supply Corporation to fund the balance of the project. Tank construction included installation of 1,800 LF of 12" water line, and bore, electrical, and fencing components and all associated appurtenances.

THE RESULTS

Cost Control: Due to the pandemic-era material cost environment at the time of bidding, bids received were well over budget. GrantWorks worked diligently with the engineer, Fouke WSC, and the County to discuss potential solutions, with Fouke WSC agreeing to cover the additional funds required. GrantWorks assisted with drafting agenda language that ensured the County would not be responsible for any funds over the grant budget.

GrantWorks maintained organized financial records to manage and account for the combined grant and local funds of \$1,253,520 utilized on this project. Disciplined record keeping ensured that all documentation was available for TDA's monitoring report.

Timeliness: This project included a large project scope, the procurement of two separate construction contractors, and required

CLIENT:

Wood County, Texas

GRANT PROGRAM:

Texas Department of Agriculture,
Texas Development Block Grant
Program, Community Development
Fund

GRANT AMOUNT:

\$275,000 + \$978,520 match from
Fouke WSC

PROJECT DATES:

February 2021 – January 2023

SERVICES PROVIDED:

- ✓ Application Development
- ✓ Project Eligibility/Feasibility Review
- ✓ Grant Administration
- ✓ Project Management
- ✓ 2 CFR 200 Compliance
- ✓ Procurement
- ✓ Recordkeeping & Document Management
- ✓ Financial Management
- ✓ Environmental Services
- ✓ Labor Standards Monitoring
- ✓ Construction Management
- ✓ Reporting, Audit & Monitoring
- ✓ Closeout

REFERENCE:

Kevin White
County Judge
Wood County
1 Main Street
Quitman, Texas, 75783
☎ (903) 763-2921
✉ countyjudge@mywoodcounty.com



two grant amendments. GrantWorks carefully monitored timelines, expedited activities when necessary, and made sure the entire project team stayed on top of milestone deadlines to ensure the project was completed within the original contract period without need for extensions.

Business Relationships: This project had a very invested and active project team. The contract spanned the terms of two County Judges—Judge Kevin White and Judge Lucy Hebron. County Auditor Terri Sellars and Office Manager Maria Devine were also engaged participants. The Project Manager also worked closely with Fouke WSC General Manager Kristi Hirsch.

SECTION 3 – WORK PERFORMANCE

The background features a complex geometric design. It consists of several overlapping shapes in three colors: a dark blue, a medium blue, and a green. The dark blue shapes are primarily in the upper left and bottom left corners. The medium blue shapes form large blocks on the right side and a diagonal strip at the bottom. The green shapes are scattered, including a large one in the upper left, a thin one in the middle right, and another at the bottom right. The remaining space is white.

SECTION 3 – WORK PERFORMANCE

3.1 Proactive and Timely Communication with Client/TDA

Communication is key to effective grant administration. At the onset of each engagement, GrantWorks works with the City to develop communication policies and procedures designed to keep the City, the project team, funding agencies, and stakeholders apprised of project status, progress, and priorities. Throughout the term of the grant contract, we serve as a liaison between the City and governing agencies.

Grant Managers are empowered with sophisticated tools such as tracking systems, checklists, and email management protocols to keep the project team connected and on track. Detailed project calendars are maintained with key dates for submittals of project documentation, reporting, and milestone targets. These measures facilitate timely response to client and TDA requests and ensures that no task is overlooked and no request goes unanswered.

Weekly staff meetings offer a forum for discussing project challenges, seeking programmatic guidance, and brainstorming solutions. Management and/or relevant subject matter experts provide updates to state and federal regulations and grant program guidance. Regulatory and program changes are contextualized so that staff fully understands any implications of the change and can apply that knowledge effectively.

Grant managers also participate in one-on-one portfolio management reviews with GrantWorks leadership. These meetings cover all aspects of project performance. Upcoming tasks and deliverables are discussed, key performance indicators are reviewed, and each manager's portfolio is assessed to make sure workloads are balanced with capacity to provide efficient and responsive client support.

3.2 Responsiveness to Client/TDA Needs

We allocate the necessary staff and resources to implement each project with the high level of service that our clients have come to expect. Grant managers are assigned workloads that provide the capacity to focus on client needs and implementation objectives. GrantWorks' project management training imparts the importance of timely communication, prioritizing competing issues, and providing proactive customer service.

Our responsiveness is fortified by the extensive experience of our project teams. Our Community Development team has more than 60 project management, grant administration, and subject matter experts with extensive experience implementing state and federal grant projects. The breadth of our expertise and the lengthy tenure of our senior staff means that this team has a thorough knowledge of program-specific requirements and cross-cutting federal regulations, including 2 CFR 200.

3.3 Ability to Deliver TDA Projects On Schedule

Over four decades of project management experience has given us an unrivaled ability to chart critical paths that lead to on-time project delivery. We have a deep understanding of the myriad risks and hazards that can upset the project timeline, and we have built meaningful mitigation measures into our Standard Operating Procedures (SOPs) that help predict and prevent delays. Examples of these practices include:

- ▶ Each project is launched with discussion among the project team to delineate client goals and objectives, identify potential risks and issues, and consider alternative project activities.

- ▶ We identify and obtain necessary permits, easements, and rights-of-way early in the project timeline to minimize the impact of unforeseen delays due to scope/design changes, acquisition complications, procurement challenges, environmental/historical review considerations, or any number of outside factors that could hinder project progress.
- ▶ Milestones, key metrics, and critical path tasks are carefully tracked for conformance with expected performance conventions and adherence to the project schedule.
- ▶ When changes in project scope, design, or schedule are needed, we work closely with the project engineers, clients, and agency staff to evaluate options and quickly mobilize to prepare and submit proposed contract amendments and implement the changes within the terms of the grant agreement.
- ▶ GrantWorks' has an in-house team of Project Delivery specialists that can be tapped to provide expedited support with Mapping/GIS production, Environmental and Historic Preservation consultation, Procurement assistance, and Construction Management.

3.4 Practices That Ensure High Quality Work Product

From best practices derived from hundreds of successful grant applications, to our organizational goal of maintaining fully supported, audit-ready project files through the entirety of each grant contract, our pursuit of quality and continuous improvement is reflected in everything we do. GrantWorks' systematic approach to quality management is grounded in our commitment to client satisfaction and deeply embedded in our operating conventions. **Figure 7** outlines how we implement quality management measures in the project management process.

GRANTWORKS QUALITY PROGRAM

Our Quality Program includes:

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



Figure 7. GrantWorks' Approach to Quality Management

Project debriefs have also become an important part of the quality management process. When GrantWorks completes a project, the team takes time for a comprehensive debrief, allowing them to reflect on what went well and where there was room for improvement. They evaluate the challenges faced and discuss the management of any difficult situations. These debriefs become a part of an extensive library of client and project records. This important resource documents our experience managing a wide range of challenges, risks, threats and opportunities, and helps grant managers anticipate and address problems based on past performance.

3.5 Technical Competence Bolsters Audit Performance

More than 625 government entities have trusted GrantWorks with grant management and administration, and our performance consistently demonstrates low levels of monitoring findings or concerns. The GrantWorks Team has followed thousands of grants from obligation through closeout and has developed a keen understanding of what constitutes entirely supported grant records. Our seasoned veterans will assist the City with fiscal monitoring by following established policies, procedures, and system controls to see that documentation complies with relevant local, state, and federal regulatory terms.

Our broad knowledge of federal and state program requirements enables us to provide well-researched and accurate technical assistance and an overall approach that identifies and addresses problems long before the state funding agency audits occur.

GrantWorks staff establish, implement, and retain quality control measures to meet client and state deliverables and timelines—reducing the likelihood of findings during the grant monitoring process. When a project is monitored, we provide high-touch support to our clients to resolve issues quickly and efficiently—assisting them with answering questions, drafting monitoring-related correspondence, and implementing best practices.

We have identified some common compliance problems when working with recipients of federal funds. These issues include procurement, contracting, labor standards, citizen participation, environmental compliance, ineligible or unreasonable cost, and recordkeeping. Our team uses this experience in implementing and monitoring any project developed with the City. We work with the City to develop a risk-based monitoring and compliance strategy that is collaborative and consistent with state and federal frameworks. Our references provide the best evidence of our long-demonstrated history of complex grant management and compliance expertise.

3.6 Managing Projects With Budgetary Constraints

As shown in **Figure 8**, projects often run into three interrelated constraints:

- ▶ Budget
- ▶ Scope
- ▶ Schedule

Grant managers are trained to proactively address areas where a project could face challenges and propose solutions to clients and the project team. GrantWorks provides project management training on strategies to help grant managers proactively address such constraints.

Using a Proven Project Management System: We understand that the best way to fix a problem is to identify it quickly. A hallmark of the GrantWorks project management system is regular and systematic checkpoint scheduling to recognize and address potential budgetary challenges early and expeditiously.

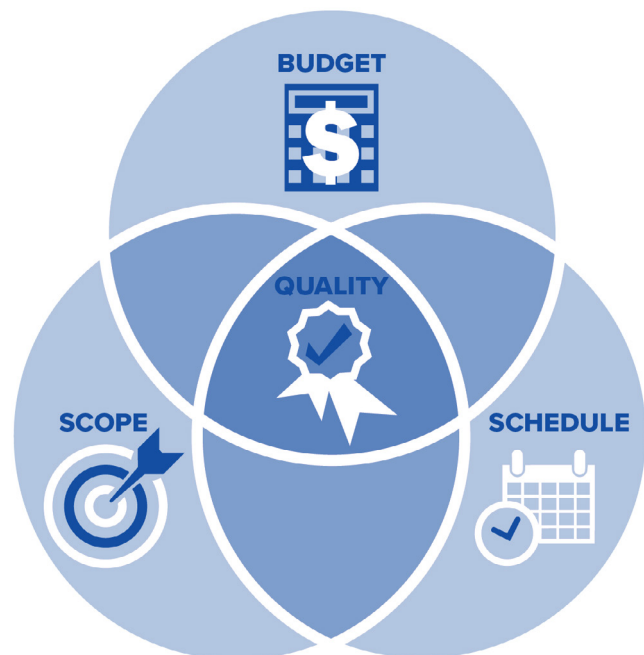


Figure 8. Balancing Project Constraints

Revisit the Project Planning Phase: When faced with unforeseen budget obstacles, GrantWorks will review the project plan to look for cost-saving opportunities—such as identifying project activities that could be reassigned to GrantWorks staff rather than subcontractors or vendors. We also communicate budget constraints to our subcontractors and vendors to determine any flexibility on cost. Because of our positive partnerships and long-standing relationships with the vendor community, we are often able to negotiate solutions that keep the project on budget.

Reevaluate the Workflow: When cost issues arise, grant managers are trained to revisit the project schedule with an eye for opportunities to optimize the workflow and enhance efficiency. Streamlining efforts are monitored through our system of checks and balances for potential negative impacts on project outcomes. Communication lines remain open to keep the entire project team abreast of changes.

Analyze Root Causes: GrantWorks clients benefit from the breadth of our grant administration and project management expertise. When our grant managers identify a problem contributing to budgetary constraints, they can consult with colleagues and rely on the experience of in-house Subject Matter Experts to help identify the root causes that led to the problem and implement corrective actions.

Be Creative: The ability to think outside the box is a strong suit for our project management team. The depth of our problem-solving experience has taught us to look beyond the most obvious answers and search for creative solutions for overcoming budgetary constraints. If all viable options are exhausted, we will work with the project team so they fully understand the situation and determine a mutually beneficial solution.

SECTION 4 – CAPACITY TO PERFORM

SECTION 4 – CAPACITY TO PERFORM

GrantWorks has the staff and capacity to complete multiple projects of varied sizes and scopes simultaneously. In addition to TxCDBG grants, we have experience with ARPA, CDBG, CDBG-CV, CDBG-DR, CDBG-MIT, CARES, COVID-19, FEMA Public Assistance (PA), FEMA Hazard Mitigation (HMGP), Transportation Infrastructure Fund (TxDOT County Roads), Texas Historical Commission (THC), and Economic Development Administration (EDA). Evidence of our capacity is reflected in the number and the quality of staff we bring to the table.

Our Community Development team has more than 60 project management, grant administration, and subject matter experts with extensive experience implementing state and federal grant projects. The breadth of our expertise and the lengthy tenure of our senior staff means that this team has a thorough knowledge of program-specific requirements and cross-cutting federal regulations, including 2 CFR 200, ARPA, the Stafford Act, and Supplemental Appropriations Bills (**Figure 9**).

Figure 9: *Why the City of Breckenridge Should Select GrantWorks*

KEY STRENGTHS AND BENEFITS: WHY SHOULD THE CITY OF BRECKENRIDGE SELECT GRANTWORKS?	
We have a dedicated Client Services Department that will support you after the projects are complete	✓
With 300+ full-time employees, we are the largest Texas-based firm dedicated to grant administration project management for local governments	✓
We can carry out the work in house	✓
We have experience implementing multiple grant programs in Texas	✓
We have extensive experience with building, drainage, water, sewer, and street construction projects	✓
We are knowledgeable of TDA and systems and processes	✓
We are familiar with local codes and ordinances (zoning, floodplain, permitting, building code)	✓
We understand federal and Texas statutes and regulations (ARPA, 2 CFR 200, Local Government Code)	✓

4.1 Qualifications of Professional Administrators/Experience of Staff

As we have mentioned previously, GrantWorks hires and retains skilled and experienced employees—over 30% of our employees hold a master’s degree in law, city planning, engineering, business administration, construction management, public administration, or fields relevant to implementing federal grant projects. With our strong connections in Texas communities, we have the capacity and expertise needed to execute these services immediately and completely. Look no further; our staff believes that implementing projects through collaboration is the key to realizing our shared vision—your vision.

4.1.1 Organization Chart

Our Community Development Team leadership will identify the specific staffing needs of each project. As determined by the project’s needs, we will designate fully trained support staff to assist the assigned Senior Project Manager with expert/specialty services such as procurement, construction management, planning, environmental, labor standards, and GIS/mapping support. The organizational chart (**Figure 10**) and the short bios in **Sections 4.1.2-4** describe only a few of our available staff who can provide support services to ensure that all projects comply with TDA requirements. GrantWorks’ 82 TxCDBG Certified Administrators are listed in **Attachment 2**.

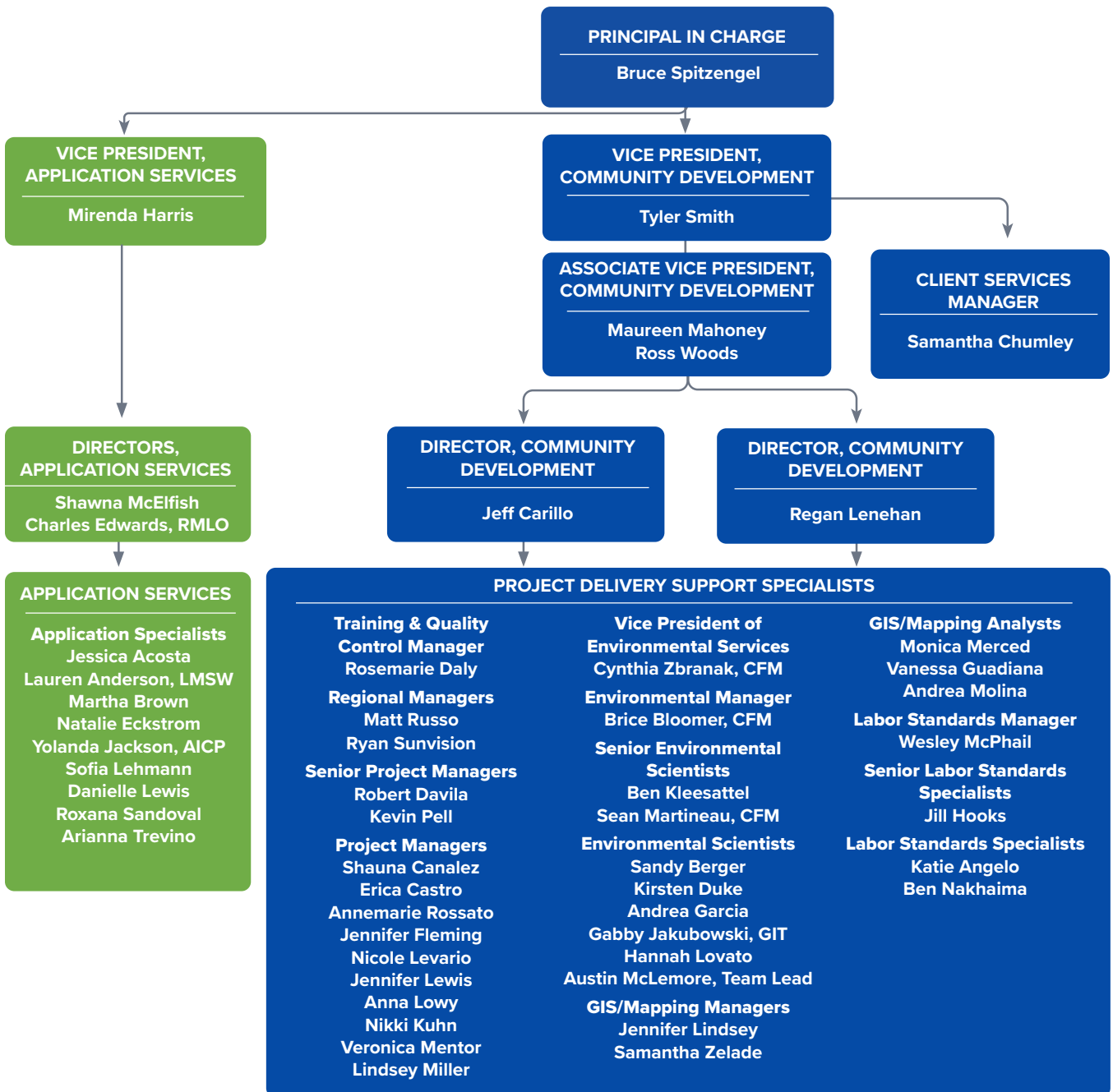


Figure 10: Region 2 Community Development Team Organizational Chart

4.1.2 Leadership and Program Management Services



Bruce Spitzengel, Principal-in-Charge

Bruce has worked with grants since 1975, first as the planning director for Texas City and then as CDBG Manager for Pasadena, Texas. In 1979 he founded a Houston, Texas-based firm that eventually became GrantWorks. The firm has grown to include 300+ employees in 3 primary offices in Texas. GrantWorks is the most successful local government grant services provider in Texas due to Bruce's expertise in HUD CDBG, HOME, planning, infrastructure development, affordable and fair housing, and application preparation.

Under Bruce's leadership, GrantWorks has become a full-service project management firm. The firm specializes in grant administration, application preparation, technical assistance, beneficiary documentation, planning studies, land and infrastructure development, affordable housing development, and state and federal compliance. GrantWorks has secured and managed over \$10 billion in grant funding for 625+ local government clients. In addition to business development, Bruce plays a direct role in creating federally funded projects, including CDBG infrastructure, CDBG-DR, and affordable multi-family housing. Bruce has helped countless communities develop complicated CDBG projects; his significant knowledge base was gained from over 40 years of grant and CDBG experience.



Mirenda Harris, Vice President of Application Services

Mirenda has 18 years of application development experience, including navigating complex application requirements, developing checklists to guide the application process, developing template policy documents, and communicating daily with elected officials, key staff, and engineers to guide the application process. She has been instrumental in developing the application processes and procedures at GrantWorks. Mirenda began her career with Kerbow & Associates Consulting in 2003, where Mirenda managed projects for Disaster Recovery, HOME, Community Development, Texas Capital Fund, and the State Energy Conservation Office. She joined the GrantWorks team in 2013 and continues to write applications and manage contracts from her office in Palestine, Texas. Mirenda has a BS in Sociology from the University of Texas at Tyler.



Charles Edwards, RMLO, Director of Application Services

Charles has over 15 years of grant application and administration experience and an additional six years in residential construction project management. Charles joined GrantWorks as a Director of Application Services after owning and operating a community development consulting firm where he applied for and managed state and federal funding for municipal and county governments. Charles has successfully received funding for hundreds of applications through multiple federal and state agencies. He is a TxCDBG Certified Administrator with a BS from Texas A&M University, Commerce.



Shawna McElfish, Director of Application Services

Shawna has over five years of grant administration and project management experience. She joined GrantWorks in October 2019 as an Application Specialist, where she wrote grants for community and economic development projects. Shawna also coordinated with municipalities, chambers of commerce, local businesses, economic development corporations, and other local entities to develop Downtown Revitalization Program application projects. Tasks included gathering data, monitoring the progress of deadlines, and preparing application materials. She is also a TxCDBG Certified Administrator.



Maureen Mahoney, Associate Vice President of Community Development

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



Ross Woods, Associate Vice President of Community Development

Ross Woods, a GrantWorks' Associate Vice President of Earmarks & Community Development, has nine years of program management experience. Ross is an experienced manager capable of directing multiple work streams concurrently and has expertise in implementing and leading project teams of various sizes to achieve measurable results. He is passionate about crafting and devising people-centered solutions that drive equal access to opportunities. He has an MBA in Economic Development from Eastern University and a BBA in Real Estate.



Jeff Carrillo, Director of Community Development

Jeff assists communities with project implementation and internally provides day-to-day support for the Community Development Project Managers. Jeff manages numerous CDBG-funded grants, including Community Development, Colonia, and Downtown Revitalization Programs through the Texas Department of Agriculture and Disaster Recovery through the General Land Office. He has also managed Texas Infrastructure Fund grants through the Texas Department of Transportation. Jeff is a TxCDBG Certified Administrator and has successfully managed federally funded projects, shepherding them through the entire grant administration cycle, from contract execution to state monitoring and closeout. Projects managed include public infrastructure, private property rehabilitation, and disaster recovery. Jeff's project management efforts focus on ensuring that the quality of service to internal and external stakeholders meets the highest standards.



Regan Lenehan, Director of Community Development

Regan Lenehan has been a valued GrantWorks Community Development team member since 2004. She began her career as a Project Manager, focusing on public infrastructure and economic development projects. Regan currently trains and oversees a team of Community Development Project Managers, providing technical assistance on CDBG grants funded by the Texas Department of Agriculture and the Texas General Land Office. She specializes in Community Development, Colonia Construction, Main Street, Downtown Revitalization, and Disaster Recovery/Mitigation contracts. Regan is a TxCDBG-certified administrator and has successfully managed over 75 federally funded projects from contract execution to closeout. Her experience includes public infrastructure, private property rehabilitation, economic development, Main Street, and disaster recovery. She has also managed the Texas Infrastructure Fund and Safe Routes to School grants through the Texas Department of Transportation.



Samantha Chumley, Client Services Manager

Samantha is responsible for establishing and maintaining relationships with clients. She is also involved in developing new market opportunities for GrantWorks. Samantha assists communities in developing eligible projects, attending meetings with local elected officials, completing employee interviews, and completing site visits. She reviews state regulations and action plans, new legislation, application guides, manuals, and federal registers as needed to keep abreast of grant funding opportunities and program changes. Samantha also identifies and reviews local government needs and priorities that may be addressed through various funding opportunities, coordinates project development meetings, and attends applicable stakeholder meetings.

4.1.3 Application Services



Jessica Acosta, Application Specialist

Jessica has an MA and BA in Communication from the University of Texas at San Antonio, Jessica applies her skills to establish and maintain effective communication and working relationships with staff, state and federal agencies, and private organizations. Jessica provides client support throughout the entire grant application life cycle, from inquiry to application, reporting, and archiving files after submitting an application. Jessica guides clients through the application process and serves as a liaison with grant subject matter experts (SMEs). She facilitates integrated stakeholder communications and performs document quality reviews to ensure grant applications comply with formatting and content requirements.



Lauren Anderson, LMSW, Application Specialist

Lauren Anderson guides clients through grant and funding stream application processes and serves as a liaison with Subject Matter Experts (SMEs). She facilitates integrated stakeholder communications and performs document quality reviews to ensure grant applications comply with formatting and content requirements. Lauren holds an MS and a BS in Social Work from Abilene Christian University and is a Licensed Master Social Worker (LMSW).



Martha Brown, Application Specialist

Martha Brown is a Community Development Block Grant (CDBG) expert and works directly with local governments to assess needs that can be addressed with federal grants funded through TxCDBG programs. Since joining GrantWorks in 2018, Martha has focused on assisting communities in identifying grant opportunities and writing and coordinating applications for funding.



Natalie Eckstrom, Application Specialist

Natalie Eckstrom has a background in local government operations, with eight years of experience working with federal and state grants covering a variety of disciplines such as emergency management, disaster recovery and mitigation, social services, veterans' services, parks and recreation, and criminal justice. She began her career in grants administration in Nueces County in 2014 and was promoted to Grants Writer/Coordinator in 2019. She was responsible for federal and state grant programs that demanded consistent attention to detail, diligent time management, and excellent interpersonal skills. Her daily duties required constant contact with federal and state grantors such as FEMA, GLO, TDEM, and other local, state, and federal entities. Natalie has a BBA in Business Administration from Texas A&M Corpus Christi.



Yolanda Jackson, AICP, Application Specialist

Yolanda Jackson is a results-driven urban planning professional with 18 years of working in various aspects of community affairs and real estate. Her background offers a unique blend of public- and private-sector experience. Yolanda's strengths include an ability to learn quickly, a passion for collaboration, and an analytical and detail-oriented approach to her work. Yolanda is focused, personable, and innovative. She has a BS in Urban Studies/Affairs from Michigan State University and is a Certified Planner with the American Institute of Certified Planners



Sofia Lehmann, Application Specialist

Sofia Lehmann relies on over ten years of writing and editing experience in her day-to-day duties as an Application Assistant. She brings valuable utility industry insight and a solid financial background from her experience as a utility analyst. Sofia is skilled in managing audits, monitoring operating budgets, developing financial analyses, and ensuring compliance. She holds a BA in Economics and Asian Studies from Furman University.



Danielle Lewis, Application Specialist

Danielle Lewis has four years of administrative experience supporting local and regional government entities. During her tenure at the Concho Valley Council of Governments, she wrote grant proposals for foundations, corporations and municipalities for both program funding and capital projects. Danielle is studying Public Administration at Texas Tech University and expects to earn her MPA in 2025. She also has a BA in Political Science from Angelo State University in San Angelo.



Roxana Sandoval, Application Specialist

Roxanne Sandoval has 17 years of professional grant writing and project management experience. She has managed well over 100 projects. Roxanne has written applications for and managed community development, economic development, disaster recovery, housing, and planning grants through various TxCDBG programs. She holds an MS in Health and Kinesiology from Texas A&M University.



Arianna Trevino, Application Specialist

As an Application Specialist, Arianna Trevino is responsible for coordinating the application process including contributing to project development efforts and supporting the client services and project implementation teams. She tracks application milestones and ensures that grant-specific deadlines are met and helps coordinate public meetings and workshops facilitating communication among local officials, businesses, and community stakeholders. Arianna has a BA in Sociology from the University of Texas at Austin


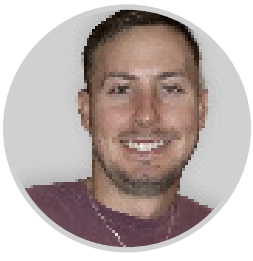


4.1.4 Project Delivery Support Services

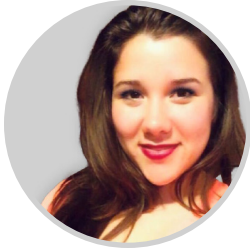


Rosemarie Daly, Training & Quality Control Manager

With 13 years of grant administration experience, Rosemarie (Rosie) Daly is a proactive, results-oriented professional with extensive compliance, monitoring, and data management, serving communities in need. She is resourceful, efficient, honest, and ethical, with a strong work history. Rosie is a quick problem solver when dealing with new concepts, systems, and procedures, and qualified, professional, and articulate in client and community interactions at every level. Her strong interpersonal skills and a high tolerance for ambiguity help Rosie develop cooperative, trusting, and productive relationships with individuals from diverse cultural, social, and ethnic backgrounds. Before joining GrantWorks, Rosie worked as a Program Administrator for Goodwill Central Texas. She earned her BA from Hope College in Holland, Michigan.

PROJECT MANAGEMENT

	<p>Matthew Russo, Regional Manager Matthew Russo is a Regional Manager with over five years of experience with state and federal grant programs. While with GrantWorks, he has managed 27 projects totaling \$14 million for Texas communities. His expertise includes community development, fire, ambulance, and service truck (FAST), disaster recovery, and mitigation hazard projects. Matt has an MS in Public Administration from Wright State University, and he is a 2023-2024 TxCDBG Certified Administrator.</p>
	<p>Ryan Sunvision, Regional Manager Ryan Sunvision is a Regional Manager and a TxCDBG Certified Administrator. Before joining GrantWorks, Ryan worked as an Environmental Investigator for the Texas Commission on Environmental Quality (TCEQ). He earned his BS in Environmental Studies from Texas A&M University.</p>
	<p>Robert Davila, Senior Project Manager, Audit & Monitoring SME Robert Davila is a Community Development Project Manager and a TxCDBG Certified Administrator. Robert joined GrantWorks after working at the Texas A&M Transportation Institute, where he focused on pedestrian and bike crash analyses in Central Texas. He attended the University of Texas at Austin for undergrad and graduate school, earning his MS in Community and Regional Planning and a BA in Urban Studies.</p>
	<p>Kevin Pell, Senior Project Manager Kevin Pell manages numerous CDBG-funded grants, including Community Development and Downtown Revitalization Programs through the Texas Department of Agriculture and Disaster Recovery projects through the General Land Office. Kevin is a TxCDBG-certified administrator and has successfully managed several federally funded projects, from State contract execution to State monitoring and project closeout. Kevin has a BA in Sociology from Texas A&M University.</p>



Erica Castro, Project Manager II

Erica Castro has eight years of project management experience. She coordinates and expedites community development projects while working directly with the local government contact, third party engineer, and the assigned state grant manager. Her job responsibilities include reviewing and assisting during the application, state contract creation, environmental review, URA/acquisition process, and design that includes the bidding process. Her role is not limited to the review of labor standards during construction, finalizing project completion, and providing documentation during the state monitoring process. Erica specializes in managing financials which include creating and submitting draw requests to ensure the release of grant funds. She has a BS in Environmental Engineering Technology from Texas State University.



Annemarie Rossatto, Project Manager II

Annemarie Rossatto is a detail-oriented, driven Community Development Project Manager with a background in creative arts. She is a strategic thinker who can adapt smoothly to different environments with a positive attitude and mindset, all while offering ideas that help the project team. Annemarie manages multiple Texas Department of Agriculture and Texas General Land Office-funded Community Development Block Grant and Disaster Relief projects throughout Texas at different stages of implementation. She earned a BA in Theatre Performance from West Texas A&M University.



Shauna Canalez, Project Manager

Shauna Canalez is a dedicated and technically skilled business professional with a versatile background offering experience in real estate and state reporting, among others. She has twenty years of combined management experience in team coordination and task management. Shauna is a highly adaptable relationship builder with a keen eye for detail and excellent organization and communication skills to ensure successful projects across any field. Shauna has a BA in Business Administration from Texas A&M University, Kingsville. She is a licensed real estate broker in the state of Texas, as well as a TxCDBG Certified Administrator.



Jennifer Fleming, Project Manager

Jennifer Fleming has a rich background in project and asset management, compliance, and lease administration spanning over a decade. She has garnered extensive experience managing, coordinating, and overseeing a variety of government and commercial projects and programs. Jennifer worked in the City of Dallas' Housing and Neighborhood Revitalization Department, where she managed compliance and asset management for housing programs, developed budget recommendations, and acted as a subject matter expert in affordable housing. Her current position as a CD Project Manager at Grantworks involves managing multiple complex projects, liaising with local officials, and handling financial and regulatory aspects of project management. This includes thorough review processes and engagement with various state and federal agencies. Jennifer has an MA in Sustainable Urban Development from DePaul University, and a BA in Sociology from the University of Illinois - Urbana.



Nikki Kuhn, Project Manager

Nikki Kuhn has over six years of experience serving low-income families, resolving conflicts, and providing guidance for those in need. She is dedicated to training in self-sufficiency, teaming goals, and independent requirements. Nikki loves to connect and build meaningful relationships with clients, nonprofit organizations, and other companies to serve the community better. Nikki is a member of the City of San Angelo Chamber of Commerce.



Nicole Levario, Project Manager

Nicole Levario is a self-driven Grant Manager with proven community and client partnership results. She has a demonstrated history of working in the financial services industry and representing corporate image through public relations. Nicole's expertise includes Client Relationship Management (CRM), Business-to-Business, Business-to-Consumer, corporate communications, and abiding by federal regulatory compliance. She has successfully developed a streamlined communication process and is recognized for community outreach affairs. Nicole has a BS in Corporate Communications from the University of Texas, El Paso.



Jennifer Lewis, Project Manager

Jennifer Lewis has 20 years of diverse experience across various industries including recruiting, healthcare, customer service, and business/account management. She is a respected leader of creative teams, and recognized for her people skills and effective communication. Jennifer has excellent organizational skills, can set priorities, and is responsive to customer requests and meeting critical deadlines. Jennifer enjoys learning new roles and is very comfortable with the challenges presented by new methods and applications. She has an MBA in Project Management from DeVry University and a BA in Business Administration from Huston Tillotson University.



Anna Lowy, Project Manager

During her time at the Texas Department of Agriculture, Anna Lowy built strong relationships with many grant administrators, community officials, and government staff. As she learned the complex internal process of TxCDBG grants, Anna developed an appreciation for the knowledge and expertise grant administrators need to guide community officials through successful project completion. Anna joined the TDA in 2020 as an Administrative Assistant, and during her two-year tenure, she was promoted twice—first to Program Specialist and later to Grant Specialist. Her achievements at TDA include creating and implementing a digital routing system to process grant awards, modifications, amendments, draws, and closeouts that allowed TxCDBG staff to telework during lockdowns. Her accomplishments show that she is innovative, flexible, and able to multitask with ease. Anna believes this skill set, along with the wide range of program knowledge acquired at TDA, has facilitated a smooth transition to her Community Development Project Manager role at GrantWorks. She holds a BA in English from Boston University.



Lindsey Miller, Project Manager

Lindsey Miller is a creative and resourceful professional, motivated to empower disenfranchised communities through shared learning, advocacy, and community capacity building. She has a record of proven leadership, communication, and program development skills, with a passion for serving and learning in everything she does. She has over six years of experience working in the local and federal government, consulting, and non-profit organizations. Before joining GrantWorks, she was a municipal and transportation planner and worked to improve community services and connectivity. Lindsey has worked to reimagine the bus transportation system in Waco and has identified opportunities to improve mobility in Brownsville. Lindsey holds an MS in Urban Planning and BA in Urban Studies.



Veronica Mentor, Project Manager

Veronica Mentor is dedicated to problem-solving and creating meaningful connections. Her bachelor's degree studied Cultural Anthropology, specializing in global infant/maternal health. During her undergraduate degree, she cultivated her passion for service by founding HOPE Meals, a student-based nonprofit organization striving to alleviate food insecurity in the greater Gainesville Community. This organization continues to empower students on the University of Florida campus.

GIS/MAPPING



Jennifer Lindsey, GIS/Mapping Manager

Jennifer Lindsay came to GrantWorks as a GIS Intern responsible for editing parcel data, creating annotations, collecting aerial imagery, and creating template maps for active comprehensive plans. She was promoted to a full-time GIS position in May 2017 and has since collected, purchased, organized, and created geodatabases for GIS data of all new comprehensive plans. She has assisted the GIS Analysts with Hazard Mitigation Plan maps.



Samantha Zelade, GIS/Mapping Manager

Samantha Zelade creates databases and mapping products for comprehensive plans. She previously worked for the City of Austin Watershed Protection Department and the Texas General Land Office. Samantha earned a BA in Anthropology and Latin American Studies from the University of Texas at Austin and holds a Level I Certification in GIS from Austin Community College.



Monica Merced, GIS/Mapping Coordinator

Monica Merced has three years of experience as a GIS/Mapping Coordinator at GrantWorks. Her areas of expertise include map production, data conversion, creating and editing metadata, data entry and maintenance, and GIS analysis. In addition to managing spatial data, Monica collects population, housing, land use, and drainage data from Texas's rural communities for comprehensive plans. She is skilled in ArcGIS, ArcFM, and ArcPro. Before GrantWorks, Monica worked as a GIS Technician with One Gas, digitizing gas system facilities and performing data entry in Maximo. She holds a BS in Psychology from Texas State University and a GIS Level I Certificate from Austin Community College.



Vanessa Guadiana, GIS/Mapping Analyst

Vanessa Guadiana is an independent-thinking problem solver with a proactive approach to solution-based ideas. With experience in government and transportation, she has honed communication skills to cater to a variety of audiences, including executives and the public. Her most recent accomplishment includes the development of a comprehensive plan for the City of Jonestown, as well as the creation of a GIS hub providing citizens with relevant community data.



Andrea Molina, GIS/Mapping Analyst

As a GIS/Mapping Analyst with GrantWorks, Andrea Molina manages geospatial data and maps for multiple and diverse client accounts. In addition to geodatabase management, Andrea collects Census, FEMA, TxDOT, and TNRIS data, adheres to cartographic design principles, and implements effective communication and time management skills. Andrea provides mapping services to all GrantWorks Departments, including Planning, Community Development, Hazard Mitigation, Buyout, Texas HOME, and Client Services.

LABOR COMPLIANCE



Wesley McPhail, Labor Standards Manager

Wesley McPhail is a Labor Standards Manager with 11 years of experience working on Davis-Bacon Labor Standards. Wesley ensures that the project contractors provide payroll data and related paperwork in a timely manner and often guides and assists contractors in submitting required documentation and understanding applicable labor standards requirements. Wesley is a TxCDBG Certified Administrator.



Jill Hooks, Senior Labor Standards Specialist

Jill Hooks is a Senior Labor Standards Specialist with 13 years of experience working on Davis-Bacon Labor Standards. Jill ensures that builders provide payrolls and related paperwork in a timely manner. Her role often requires her to provide hands-on technical assistance to contractors unfamiliar with federal reporting and labor standards requirements. She also works with project managers to ensure that agency reports, and other program documents are accurate and submitted on time. Before GrantWorks, Jill worked as a Project Manager and Labor Standards Officer in Tyler, Texas. She is a Certified TxCDBG Administrator.



Katie Angelo, Labor Standards Specialist

Kate works with the project management team to verify construction payrolls for compliance with federal wage standards, as Davis-Bacon and Related Acts (DBRA) requires. She ensures that the contractors provide payroll-related paperwork in a timely manner, and assists them with submitting required documentation. Katie acts as a technical resource, providing guidance on labor standards requirements to all stakeholders in the project team.



Ben Nakhaima, Labor Standards Specialist

Ben Nakhaima brings experience in legislative affairs, public relations, and political campaign management to his role as a Labor Standards Specialist. He reviews and tracks payrolls, conducts employee interviews, and drafts compliance reports for a variety of grant types. Ben is an enthusiastic champion of labor grant management best practices, and he enjoys working with contractors and project stakeholders to help them understand prevailing federal wage requirements and contractor obligations under Davis Bacon and Related Acts. He takes great pride in his work and wants to make a difference for his clients.

ENVIRONMENTAL SCIENCE



Cynthia Vallejo-Zbranak, CFM, Vice President of Environmental Services

Cynthia Vallejo-Zbranak joined GrantWorks in 2019 after retiring from the State of Texas. She has nearly 30 years of experience providing environmental guidance for federally funded programs. She ensures environmental compliance for various HUD-funded and State of Texas CDBG programs. Cynthia brings in-depth knowledge of the federal regulations and environmental compliance policies required for project implementation under CDBG programs. Cynthia holds a BBA in Business Administration from Texas State University and is a Certified Floodplain Manager.



Brice Bloomer, CFM, Environmental Manager

Brice Bloomer joined GrantWorks in 2019 to work on housing environmental reviews in the HOME and Community Development Departments. Brice began his career at an environmental consulting firm in Austin, conducting NEPA reviews and environmental compliance assessments. He earned his BS from Texas A&M University with a major in Environmental Studies and a minor in Parks and Natural Resource Management. Brice is also a TxCDBG Certified Administrator and a Certified Floodplain Manager.



Ben Kleesattel, Senior Environmental Scientist

Ben Kleesattel joined GrantWorks from the University of Texas, where he worked as a Grants and Contracts Specialist. He was responsible for coordinating grant application budgets, administering grant fund expenditures, and ensuring grant sponsors' compliance with regulations. Ben's duties required regular interaction with researchers and professors to determine the actions needed to meet grant requirements and help them prepare budgets and reports. He also used his written and verbal skills to succinctly convey and summarize complex issues related to grant management and help researchers and professors anticipate potential obstacles in pursuing their projects. Ben holds a BS in Environmental Studies and a Certificate in Technical Writing from the University of Cincinnati.



Sean Martineau, CFM, Senior Environmental Scientist

Sean Martineau implements NEPA environmental compliance for HUD-funded TxCDBG projects. Project types include Community Development, Colonia Construction, Community Enhancement, Disaster Recovery, and Disaster Relief Funds. He has experience conducting historical and environmental reviews, including NEPA reviews of varying levels (Categorical Exclusions, Environmental Assessments, and Environmental Impact Statements), NHPA Section 106 reviews, and Formal/Informal Biological Assessments (Federal ESA Section 7). Sean has a BBA in Finance from Texas A&M University and an MS in Bioresource Engineering and Integrated Water Resource Management from McGill University.



Sandy Berger, Environmental Scientist

Sandy Berger is a motivated, organized, and collaborative Environmental Scientist with a broad background as a Public Health Community Ambassador during the COVID-19 pandemic, a quality assurance supervisor, and a staff biologist at a hydroponic farm. Following college, Sandy served in the Peace Corps in Malawi as an Environmental Educator and Food Security Officer. She taught the local community about environmentally sustainable farming and helped track youth outreach and HIV prevention metrics. Sandy has a BS in Environmental Science from the University of Houston.



Kirsten Duke, Environmental Scientist

Kirsten Duke has 30 years of diverse experience with geographic information systems (GIS), community development, waste management permitting, law enforcement, personnel management, general business practices, and environmental, health, and safety compliance. At GrantWorks, she creates, analyzes, and implements operational programs, emphasizing team and group relationships and training. She earned a BS in Applied Geography from Illinois State University.



Andrea Garcia, Environmental Scientist

Andrea Garcia joined GrantWorks in June 2021 as an Environmental Scientist. She implements NEPA Environmental Compliance for HUD-funded Texas Community Development Block Grant (TxCDBG) projects. Project types include Community Development, Colonia Construction, Community Enhancement, Disaster Recover, and Disaster Relief Funds. Andrea also has experience in geological and biological sciences with economics, political science, and law. Her scientific background includes chemistry, geology, geophysics, hydrogeology, and environmental management. Her fieldwork experience includes monitoring, mapping landscapes, collecting and testing samples, and determining essential data from the test results. Andrea holds a BS in Ocean and Coastal Resources from Texas A&M University and a BS in Business Administration from the University of Houston.



Gabby Jakubowski, GIT, Environmental Scientist

Gabby Jakubowski is an experienced environmental professional with technical report writing skills, project management, and data management with GrantWorks. Her expertise includes the pre-research of field assets, project coordination, historical data migration to a central database, compilation and review of statistical analysis reports, site investigations, geospatial analysis, and other related projects and reports as assigned. Gabby holds a BS in Environmental Science from the University of Houston.



Hannah Lovato, Environmental Scientist

Hannah Lovato is an Environmental Scientist with experience performing Phase I Environmental Site Assessments and technical report writing and mapping. Hannah interacts directly with clients, property owners, cities, and counties and retrieves and analyzes various data from numerous federal, state, and local government resources. She holds a BS in Environmental Geoscience from Texas A&M University.



Austin McLemore, Environmental Scientist and Team Lead

Austin McLemore joined GrantWorks in March 2020 as an Environmental Scientist. He implements NEPA environmental compliance for HUD-funded TxCDBG projects under various programs, including the Community Development Fund, Colonia Construction Fund, Community Enhancement Fund, Disaster Recovery Fund, and Disaster Relief Fund. Austin holds a BS in Wildlife and Fisheries Sciences from South Dakota State University.

4.2 Resumes of Key Personnel

GrantWorks has provided resumes for its key personnel and support staff members assigned to this project in **Attachment 1 – Resumes of Key Personnel**. Our resumes describe the experience, expertise, and knowledge each person brings to the team.

4.3 Certified Administrator for TxCDBG Programs

GrantWorks has 82 TDA Certified Administrators for TxCDBG Programs. We have provided a list of GrantWorks Certified Administrators for TxCDBG Programs in **Attachment 2**.

4.4 Present and Projected Workloads

GrantWorks understands the requirements of the RFP and has adequate staff and resources to carry out the scope of work requested in a timely manner. We have been committed to helping cities and counties like the City of Breckenridge apply for and manage grants for over 40 years. We have built a reputation as a trusted partner with a long history of supporting Texas communities. Our deep and mutually respectful relationships with our clients and project teams are key to our success.

We work to understand each client’s internal capacity and the impact each project will have on their community. We work closely with key stakeholders to understand how each task impacts the project team’s ability to complete it on schedule.

Our project managers provide the highest service quality by carefully balancing their workloads and robust support from GrantWorks’ leadership, subject matter experts, and a team of compliance, environmental, data management and reporting, procurement, construction management, and quality assurance specialists (**Figure 11**).

We hold weekly staff meetings to confirm that all employees are current on the latest state and federal regulations. Staff also regularly meets with management to evaluate project progress. Our management team regularly reviews all project manager portfolios to see that we have allocated appropriate level resources to each project and ensures that we identify and avoid potential project risks early and give the right level of attention to each project in a manager’s portfolio.

The GrantWorks management team assigns each project a “weight” based on the project’s anticipated scope and complexity, relying on years of experience and lessons learned to inform the process. We also consider each project manager’s tenure and capacity.

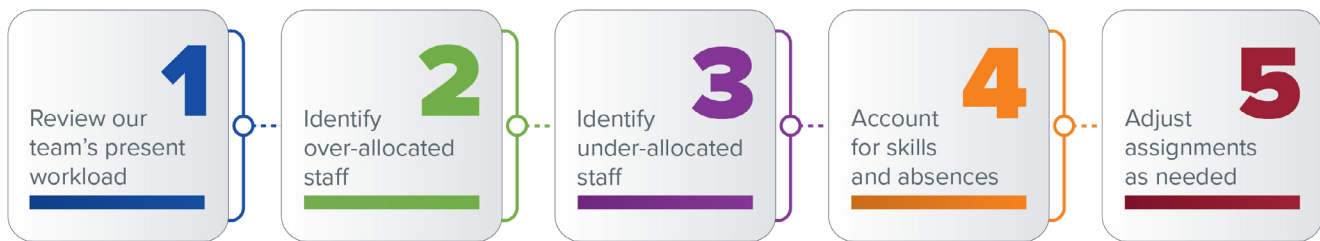


Figure 11: GrantWorks Actively Manages Workload During Project Execution by Following a Simple Five-Step Workload Management Process. We continuously review and revise the present and projected workload as projects move forward and change.

4.5 Demonstrated Understanding of the Scope of the TxCDBG

GrantWorks has supported many clients under TDA’s TxCDBG program, managing well over 2,000 projects across the State. We outline our experience and thorough understanding of this program in detail in **Section 1 – Scope of Services** of this proposal. We have a proven record of submitting high-quality applications, completing paperwork promptly, and finishing projects on schedule. GrantWorks is also familiar with the grant administration services for general infrastructure, rental and non-rental housing and has performed similar duties for a variety of other programs.



**SECTION 5 – PROPOSED
COST OF SERVICES**

SECTION 5 – PROPOSED COST OF SERVICES

5.1 Scope of Services

Application Preparation Services: GrantWorks will assist the City of Breckenridge in preparing a public infrastructure project application for submission to the Texas Department of Agriculture - Office of Rural Affairs for the 2025-2026 TxCDBG Community Development Fund; assist in project eligibility determination to increase the probability of funding by following program guidelines and local needs; assist in organizing and completing application requirements including the citizen participation provision, documentation of beneficiaries, documentation of local matching funds, and development of a resolution of authorization; and assist in responding to any requests by TDA for clarification or supplemental application information. The City will be responsible for costs associated with publishing required application notices.

Administrative Services: GrantWorks will guide and assist with financial management, recordkeeping, amendments, reporting, environmental clearance, civil rights, acquisition reporting, labor standards, contract closeout, and other aspects of program implementation. We will prepare all forms, notices, and agenda items and provide them in advance. We will communicate with the project engineer, state staff, construction contractors, and other parties to ensure your project’s successful completion. Also, we will attend site visits, monitoring reviews, and public meetings, as necessary.

5.2 Cost of Services

We show GrantWorks proposed fee in **Figure 12**. Our proposed fee for Professional Administrative Services is only payable in the event of a 2025-2026 Texas Community Development Block Grant award to the City of Breckenridge. With a TDA award, we will execute a contract between GrantWorks and the City only.

Figure 12: GrantWorks Fee Schedule

TOTAL GRANT AMOUNT	PROPOSED FEE*
Up to and including \$500,000	\$32,900
Above \$500,000	6.58% of Total Grant Amount

*Fee will not exceed any future caps set by TDA.

GrantWorks has broken down this administration fee into the following payment milestones for the Scope of Services (**Figure 13**).

Figure 13: GrantWorks Payment Milestones for All Grant Administration Services

MILESTONES	PERCENT OF TOTAL GRANT
Establish Recordkeeping & Accounting Systems, Fair Housing/EEO/Section 504	5%
Completion of Environmental/Special Conditions Clearance	15%
Completion of all Acquisition Activities	10%
Completion of the Bid/Contract Award Process	15%
Labor Standards Compliance/Completion of Construction	15%
Comply with EEO/Fair Housing Requirements	10%
Program and Financial Management	20%
Filing of all Required Closeout Information	10%
Total	100%

Percentages of payment listed here are guidelines based on management services typically provided. The payment schedule will be tied directly to the actual Scope of Work identified in the RFP.

The above fee includes all ancillary services necessary to complete the above-listed scope. Work categories include ongoing document preparation, financial management of grant and local match funds, technical assistance and advice, coordination and liaison services, assistance with project modifications, and real property acquisition report assistance and advice.

We may bill extraordinary and unexpected services as additional services approved by the client at a rate of \$95.00 per hour. These services include but are not limited to amendment processing, environmental review, force account documentation, and extensive real property acquisition (initiating URA requirements, coordinating appraisals and surveys, filing documents, etc.).

GrantWorks pays for advertising related to civil rights/fair housing, final public hearing, and initial environmental review. We will pay the advertising for construction bids using a local match or engineering funds.

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

The federally approved proposal format we present to the City of Breckenridge lets us clearly provide our value and expertise in grant management services with multiple agencies and programs. The criteria provided in your RFP with scoring considerations include the following:

- ▶ Experience (30 points)
- ▶ Prior Work Performance (30 points)
- ▶ Capacity to Perform (20 points)
- ▶ Proposed Cost (20 points)
- ▶ Total (100 points)

As with all proposals, we understand that cost is a primary consideration factor. Our fee contains the level of staffing needed to deliver the services required in the contract. However, the final cost of our agreement can be subject to negotiation based on request.

5.3 Affirmative Action

GrantWorks performs all services on behalf of local governments without regard to race, national origin, religion, color, sex, age, familial status, or disability.

5.4 Equal Employment Opportunity

GrantWorks does not discriminate in employment opportunities and complies with all federal, state, and local laws.



**ATTACHMENT 1 – RESUMES OF
KEY PERSONNEL**

ATTACHMENT 1 – RESUMES OF KEY PERSONNEL

GrantWorks has provided resumes for the following key personnel.

- ▶ Bruce Spitzengel, President/Principal-in-Charge
- ▶ Mirenda Harris, Vice President of Application Services
- ▶ Shawna McElfish, Director of Application Services
- ▶ Charles Edwards, RMLO, Director of Application Services
- ▶ Tyler Smith, Vice President of Community Development
- ▶ Maureen Mahoney, Associate Vice President of Community Development
- ▶ Ross Woods, Associate Vice President of Community Development
- ▶ Jeff Carrillo, Director of Community Development
- ▶ Regan Lenehan, Director of Community Development
- ▶ Samantha Chumley, Client Services Manager

BRUCE SPITZENGL

PRESIDENT AND PRINCIPAL-IN-CHARGE



45+ YEARS
GRANT MANAGEMENT
EXPERIENCE

PROFESSIONAL QUALIFICATIONS

Bruce Spitzengel has worked with grants since 1975, first as the planning director for Texas City, then as assistant planning director for Pasadena, Texas. In 1979, he founded a Houston, Texas-based firm that eventually became GrantWorks. The firm has grown to include 300+ employees in 3 primary offices and 77 field locations, with headquarters in Austin, Texas. GrantWorks is the most successful local government grant services provider in Texas due to Bruce's expertise in HUD CDBG, CDBG-DR, HOME, planning, infrastructure development, affordable and fair housing, and application preparation.

Under Bruce's leadership, GrantWorks has become a full-service project management firm. The firm specializes in contract administration, application preparation, technical assistance, beneficiary documentation, planning studies, land and infrastructure development, affordable housing development, and state and federal compliance. GrantWorks has secured and managed over \$10 billion in grant funding for 625+ local government clients.

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

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

EMPLOYMENT HISTORY

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

COMPANY

GrantWorks, Inc.

EDUCATION

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

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

HIGHLIGHTS

Over 45 years of experience with HUD and CDBG grants

Expert in CDBG project development, needs identification, and infrastructure projects

MIRENDA HARRIS

VICE PRESIDENT OF APPLICATION SERVICES



PROFESSIONAL QUALIFICATIONS

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

RELEVANT EXPERIENCE

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

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

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

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

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

Mirenda was responsible for application preparation, project management, technical assistance, and liaison with elected officials,

18 YEARS

GRANT WRITING & GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

HIGHLIGHTS

Prepared over 166 applications

Accomplished acquiring over \$42 million in grant funds

Lead Application Services and Writers Team to successful application submission

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

2 CFR 200.318-200.327 knowledgeable; Appendix I Part 200

CERTIFICATIONS/REGISTRATIONS

TxCDBG Certified Administrator,
Texas Department of Agriculture,
2023-2024

Nonprofit Management Certification,
2019

staff, engineers, and state agencies. She wrote, managed, and closed out projects for TDHCA HOME, TDA CDBG, GLO CDBG-DR, and other program grants.

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

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

EMPLOYMENT HISTORY

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

SHAWNA MCELFISH

DIRECTOR OF APPLICATION SERVICES



PROFESSIONAL QUALIFICATIONS

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

RELEVANT EXPERIENCE

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

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

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

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

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

As a Hardware Specialist, Shawna was responsible for marketing, sales, and customer service of all decorative hardware. She provided estimates, processed orders, and scheduled deliveries of hardware sales. She was accountable for processing purchase order requests, delivery tickets, vendor invoices, and data entry in MAS for the Tyler

6 YEARS

GRANT APPLICATION & GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

HIGHLIGHTS

Detail orientated

Organized

Strong communication skills

CERTIFICATIONS/ REGISTRATIONS

TxCDBG Certified Administrator, Texas Department of Agriculture, 2023-2024

branch sales staff. Other duties included weekly processing billing, check deposits, liens, and credit applications. She also prepared weekly sales reports and handled requests for information.

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

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

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

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

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

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

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

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

EMPLOYMENT HISTORY

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

CHARLES EDWARDS, RMLO

DIRECTOR OF APPLICATION SERVICES



PROFESSIONAL QUALIFICATIONS

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

RELEVANT EXPERIENCE

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

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

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

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

WARRANTY MANAGER, CONSTRUCTION MANAGER, SENIOR CONSTRUCTION MANAGER - DFW SOUTH, KIMBALL HILL HOMES

DALLAS, TEXAS, 2001 – AUGUST 2007

Charles began his career with Kimball Hill Homes as a warranty manager, attending to warranty requests submitted by homeowners. He coordinated with the homeowners and subcontractors to quickly

15 YEARS

GRANT APPLICATION & GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

HIGHLIGHTS

Knowledgeable of Federal and State program guidelines

Excellent communication skills

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

CERTIFICATIONS/ REGISTRATIONS

Residential Mortgage Loan Originator, NMLS License No. 630161

TxCDBG Certified Administrator, Texas Department of Agriculture, 2023-2024

and professionally complete repairs. He was promoted to construction manager in 2002, where he managed the construction of dozens of homes, working closely with sales consultants and homebuyers to ensure homes were built above standards to a timely completion under budget. In 2005, Charles was promoted to Senior Construction Manager of DFW South, overseeing five subdivisions containing over 1,000 lots and 12 construction managers.

EMPLOYMENT HISTORY

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

TYLER SMITH

VICE PRESIDENT OF COMMUNITY DEVELOPMENT



PROFESSIONAL QUALIFICATIONS

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

RELEVANT EXPERIENCE

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

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

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

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

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

Tyler joined the GrantWorks Team in February 2019 after several existing GrantWorks clients received CDBG-DR Hurricane Harvey-recovery buyout allocations. Tyler developed process maps and attended meetings, helping local officials understand the guide-

13 YEARS

COMMUNITY DEVELOPMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

HIGHLIGHTS

Experienced managing large disaster recovery programs.

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

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

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

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

Real estate professional with prior licensing in New York State.

lines and restrictions that come with CDBG-DR buyout and acquisition funds. He managed the project planning and design process for 16 sub-recipients and authored their GLO buyout applications and guidelines. Clients include Austin County, Liberty County, Wharton County, Polk County, Fayette County, Jasper County, Victoria County, City of Victoria, San Jacinto County, Texas City, Grimes County, Milam County, City of Ingleside, City of Jasper, and Waller County.

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

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

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

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

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

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

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

EMPLOYMENT HISTORY

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

MAUREEN MAHONEY

ASSOCIATE VICE PRESIDENT OF COMMUNITY DEVELOPMENT



42 YEARS
GRANT MANAGEMENT
EXPERIENCE

PROFESSIONAL QUALIFICATIONS

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

RELEVANT EXPERIENCE

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

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

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

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

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

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

COMPANY

GrantWorks, Inc.

EDUCATION

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

HIGHLIGHTS

Innovative problem solver

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

Excellent communication skills

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

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

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

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

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

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

EMPLOYMENT HISTORY

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

ROSS WOODS

ASSOCIATE VICE PRESIDENT OF COMMUNITY DEVELOPMENT



PROFESSIONAL QUALIFICATIONS

Ross Woods, a GrantWorks' Associate Vice President of Community Development, has nine years of program management experience. Ross is an experienced manager capable of directing multiple work streams concurrently and has expertise in implementing and leading project teams of various sizes to achieve measurable results. He is passionate about crafting and devising people-centered solutions that drive equal access to opportunities.

RELEVANT EXPERIENCE

ASSOCIATE VICE PRESIDENT OF COMMUNITY DEVELOPMENT & EARMARKS, GRANTWORKS, INC., NEW YORK, NEW YORK, JANUARY 2023 – PRESENT

Project Manager, South Side Water Main and Fire Hydrant Construction, City of Jacinto City, Texas, November 2022 – October 2023, Grant Amount: \$997,365

The City of Jacinto City received congressionally directed funding through a U.S. Department of Housing and Urban Development (HUD) Community Project Funding FY2022 grant to improve the water infrastructure on the City's south side. The project aims to ensure residents can access a safe and reliable water supply for domestic and firefighting purposes. The project covered under this funding appropriation involves the installation of 2,420 linear feet of new 10-inch and 750 linear feet of new 8-inch water mains along the south side of Jacinto City. The new water main will replace the aging and undersized infrastructure in the area. The project will also include the installation of ten new fire hydrants along the new water main. The project lies within Jacinto City and the Harris County target area.

Project Manager, Payroll Support Grant Administration, Churches United for Fair Housing, Inc., New York, New York, Grant Amount: \$1.2 million

Churches United For Fair Housing (CUFFH) is a community-based non-profit with a mission to help families locate and maintain affordable housing in New York City. CUFFH staff works tirelessly to assist residents with the New York City affordable housing lottery application process. They also provide advocacy and legal services

9 YEARS
PROGRAM MANAGEMENT
EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Business Administration, Economic Development, Eastern University, St. David's, Pennsylvania, 2014

Bachelor of Business Administration, Real Estate, University of Georgia, Athens, Georgia, 2006

HIGHLIGHTS

Federal Grant Management and Compliance

Partner and Client Management

Strategic Solutions for Program Design

Operations Logistics

Data Management and Analytics Application Implementation User Acceptance Testing

Advanced Proficiency in Microsoft Office Suite, Salesforce, SaaS, Power BI, Vision, Microsoft Dynamics, Google Analytics, and Smartsheet

to residents who have been victimized by unethical landlord practices. CUFFH selected GrantWorks to help them apply for and administer a \$1.2 million Community Project Funding (CPF) grant to support payroll for community service staffers.

SENIOR PROGRAM MANAGER CONSULTANT, NEW YORK CITY OFFICE OF TECHNOLOGY AND INNOVATION, NEW YORK, NEW YORK, FEBRUARY 2021 – JANUARY 2023

As a Senior Program Manager, Ross was responsible for COVID-19 technology initiatives, program management, and quality assurance. He oversaw a team of 25 providing program management and quality assurance for the VAX application on behalf of the New York City Office of Technology & Innovation. He scaled the VAX platform through 19 major releases to support over 50 public and private providers, which administered 4.2 million COVID vaccines across 2,500 sites in under two years. Ross led end-to-end provider management and support, including on boarding, training, operations management, support, reporting, and analytics. He also coordinated across multiple city agencies, including City Hall, to execute evolving and emergent public health imperatives, including re-tooling the application to support the Monkeypox vaccine. Ross led agency support and user acceptance testing for the New York City Emergency Housing Voucher Case Tracker, which integrated client referrals across 13 city agencies for tracking and reporting through voucher issuance.

ASSOCIATE DIRECTOR, DISASTER RECOVERY BENEFITS, NEW YORK CITY MAYOR'S OFFICE OF HOUSING RECOVERY OPERATIONS, NEW YORK, NEW YORK, FEBRUARY 2019 – FEBRUARY 2021

Ross ensured compliance with federal, state, and local regulations in administrating the \$2.2B CDBG-DR-funded Build it Back (BIB) Housing Recovery Program. He oversaw organization-wide data management, analysis, and reporting. He also managed special projects, including the City's acquisition or buyout of storm-damaged properties, complex Duplication of Benefits coordination, and closeout of the CDBG-DR grant.

CONSULTANT, CAPITAL ACCESS, INC., NEW YORK, NEW YORK, AUGUST 2014 – FEBRUARY 2019

As a Consultant, Ross oversaw a portfolio of housing and economic development-related projects assisting clients in developing and implementing strategic solutions. He decreased the total applicant processing time frame from six to three months for the \$80 million New York State Acquisition for Redevelopment Program.

NATIONAL FIELD DIRECTOR, HOPE WORLDWIDE, NEW YORK, NEW YORK, JANUARY 2009 – OCTOBER 2013

Ross oversaw a federally funded AmeriCorps program that engaged 150+ AmeriCorps members to serve 1,100 at-risk youth annually. He created and facilitated the National Youth Advisory Council to encourage year-round local service with HOPE worldwide, generating interest in AmeriCorps and resulting in a 150%

EMPLOYMENT HISTORY

- ▶ Associate Vice President of Community Development, GrantWorks, Inc. New York, New York January 2023 - Present
- ▶ Associate Director, Disaster Recovery Benefits, New York City Mayor's Office of Housing Recovery Operations, New York, New York, February 2019 – February 2021
- ▶ Consultant, Capital Access, Inc., New York, New York, August 2014 – February 2019
- ▶ National Field Director, HOPE Worldwide, New York, New York, January 2009 – October 2013

JEFF CARRILLO

DIRECTOR OF COMMUNITY DEVELOPMENT



PROFESSIONAL QUALIFICATIONS

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

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

RELEVANT EXPERIENCE

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

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

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

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

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

Willacy County received funding to improve drainage and pump stations in an emergency following the 2015 Flood. Jeff provides grant administration services, including reviewing and processing

6 YEARS
GRANT MANAGEMENT
EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

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

HIGHLIGHTS

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

Excellent communication skills

CERTIFICATIONS/ REGISTRATIONS

TxCDBG Certified Administrator, Texas Department of Agriculture, 2023-2024

reimbursement requests and providing Davis-Bacon, Section 3, and programmatic technical assistance and guidance. Jeff facilitates communication between state and local stakeholders, engineers, and contractors to ensure successful project completion.

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

The City of Clute received Disaster Recovery funds to upgrade its water and sewer systems. Jeff provided project management services to help shepherd the project to completion. This project completed in 2018 on time and under budget.

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

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

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

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

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

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

EMPLOYMENT HISTORY

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

REGAN LENEHAN

DIRECTOR OF COMMUNITY DEVELOPMENT



PROFESSIONAL QUALIFICATIONS

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

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

RELEVANT EXPERIENCE

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

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

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

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

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

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

15 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

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

HIGHLIGHTS

Develops departmental policy and procedure

Leads a team of project managers

Conversational Spanish skills

CERTIFICATIONS/ REGISTRATIONS

TxCDBG Certified Administrator, Texas Department of Agriculture, 2023-2024

EMPLOYMENT HISTORY

- ▶ Director of Community Development, GrantWorks, Inc., Austin, Texas, October 2021 – Present
- ▶ Senior Consultant, GrantWorks, Inc., Austin, Texas, April 2018 – October 2021
- ▶ Senior Project Manager, GrantWorks, Inc., Austin, Texas, January 2004 – January 2015
- ▶ Junior Financial Analyst, Symmetry Partners, LLC, New York, New York, January 1998 – January 2002

SAMANTHA CHUMLEY

CLIENT SERVICES MANAGER



PROFESSIONAL QUALIFICATIONS

Samantha is responsible for establishing and maintaining relationships with clients. She is also involved in developing new market opportunities for GrantWorks. Samantha assists communities in developing eligible projects, attending meetings with local elected officials, completing employee interviews, and completing site visits. She reviews state regulations and action plans, new legislation, application guides, manuals, and federal registers as needed to keep abreast of grant funding opportunities and program changes. Samantha also identifies and reviews local government needs and priorities that may be addressed through various funding opportunities, coordinates project development meetings, and attends applicable stakeholder meetings.

RELEVANT EXPERIENCE

CLIENT SERVICES MANAGER, GRANTWORKS, INC., LUBBOCK, TEXAS, SEPTEMBER 2020 – PRESENT

As a Client Services Manager, Samantha covers the West Texas region. She markets grant funding opportunities to city and county governments and advises on available assistance to solve community problems.

DESIGN COORDINATOR, STEPHEN JOSEPH, INC., LUBBOCK, TEXAS, MAY 2019 – SEPTEMBER 2020

Samantha was responsible for generating all technical design specification sheets daily using Adobe Illustrator, Photoshop, and InDesign. She reworked and created art for new products. She collaborated with the design and product development team to create new on-trend gift products for gift brands, creating detailed product design specification packages for final product approval. Samantha tracked the status of all assigned projects released to factories and maintained daily communications through all revisions to achieve final sample approvals.

4 YEARS

CLIENT SERVICES EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Agricultural Communications, Texas Tech University, Lubbock, Texas, May 2019

HIGHLIGHTS

Proficient in the Adobe Creative Cloud Suite: Illustrator, Photoshop, InDesign, Dreamweaver, Lightroom, Premier Pro, Acrobat, and Spark

Written and verbal communication; organized and detail-oriented

Able to work in a fast-paced environment to meet all established time and action deadlines

PROFESSIONAL AFFILIATIONS

Member, Llano Estacado Emmaus Community

Member, Texas Tech Alumni Association

**STUDIO INSTRUCTOR AND SOCIAL MEDIA ASSISTANT, BOARD & BRUSH, LUBBOCK, TEXAS,
JANUARY 2017 – OCTOBER 2019**

Samantha edited, created, and designed graphics using Adobe Illustrator for customer projects and multimedia use. She successfully spearheaded campaigns and maintained a strong social media and monitored the online presence of the company’s brand and engaged with users, and used social media analytics to create targeted audiences.

EMPLOYMENT HISTORY

- ▶ Client Services Manager, GrantWorks, Inc., Lubbock, Texas, September 2020 – Present
- ▶ Design Coordinator, Stephen Joseph, Inc., Lubbock, Texas, May 2019 – September 2020
- ▶ Studio Instructor and Social Media Assistant, Board & Brush, Lubbock, Texas, January 2017 – October 2019



**ATTACHMENT 2 – EVIDENCE OF
TxCDBG CERTIFICATION**

ATTACHMENT 2 – EVIDENCE OF TXCDBG CERTIFICATION

GrantWorks is a Pre-Qualified Administrative Services Provider for TxCDBG. We have provided a list of GrantWorks 2023-2024 TxCDBG Certified Administrators (82) as of July 18, 2024, in **Figure 14**.

Figure 14: GrantWorks 2023-2024 TxCDBG Certified Administrators

Jessica Acosta	John Groberg	Lindsey Miller
Lauren Anderson	Mirenda Harris	Jodi Mozeika
Katie Angelo	Candice Hendry	Ben Nakhaima
Carlos Beceiro	Brooke Hinch	Rusty Navarre
Emmanuel Berrios	Jill Hooks	Kevin Pell
Sandy Berger	Yolanda Jackson	Emily Powers
Noelia Blanco	Gabriella Jakubowski	Calvin Poznik
Karen Blaney	Gustavo Jimenez	Katherine Price
Brice Bloomer	Melinda Kapelka	Matthew Pritt
Kayla Burgess	Ben Kleesattel	Shirley Rempe
Kendra Busse Rocha	Yuhana Khan	Danielle Rojas
Martha Brown	Alisha (Nikki) Kuhn	Annemarie Rossato
Addison Bruzenak	Allison Land	Matthew Russo
Cliff Calley	Danielle Lewis	Roxana Sandoval
Shauna Canalez	Jennifer Lewis	Eileen Schrandt
Jeff Carrillo	Sofia Lehmann	Sarah Scott
Jerry Carvajal	Sam Lilley	Sergio Sena
Erica Castro	Allison Long	Alexander Sievers
Luci Cook-Hildreth	Hannah Lovato	Vicki Spiess
Rosie Daly	Anna Lowy	Jamie Stivender
Robert Davila	Isabel Lozoya	Ceci Sudarsanam
Kirsten Duke	Jordan Mahoney	Ryan Sunvision
Natalie Eckstrom	Sean Martineau	Arianna Trevino
Charles Edwards	Shawna McElfish	Angela Turner
Andrea Garcia	Austin McLemore	Elicia Villarreal
Rebecca Gillmore	Wesley McPhail	Cynthia Zbranak
Anthony Gonzales	Veronica Mentor	
Natalie Gonzalez	Carlissa Miller	

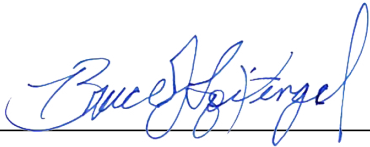
ATTACHMENT 3 – REQUIRED FORMS

ATTACHMENT 3 – REQUIRED FORMS

- ▶ Certificate of Liability Insurance
- ▶ Statement of Conflicts of Interest
- ▶ System for Award Management (SAM) Search Results
- ▶ Form CIQ: Conflict of Interest Questionnaire
- ▶ Certification Regarding Lobbying
- ▶ Disclosure Regarding Lobbying Form
- ▶ Form 1295: Certificate of Interested Parties

STATEMENT OF CONFLICTS OF INTEREST

GrantWorks has identified no potential and/or conflicts regarding the company or with key employees.



Authorized Signature

September 20, 2024

Date

Bruce J. Spitzengel, President

Print Name & Title

SYSTEM FOR AWARD MANAGEMENT



Entity Information Search Results 1 Total Results

Filter by:

Keyword (EXACT)

uz9nmvf8sgd8

Status

Active,Inactive

GRANTWORKS, INC. ● Active Registration

Entity

Unique Entity ID: UZ9NMVF8SGD8

CAGE/NCAGE: 5JH22

Physical Address:

2201 NORTHLAND DR
AUSTIN , TX
78756 USA

Expiration Date:

Aug 15, 2025

Purpose of Registration:

All Awards



Entity Information Search Results 1 Total Results

Filter by:

Keyword (EXACT)

"Bruce Spitzengel"

Status

Active,Inactive

GRANTWORKS, INC. ● Active Registration

Entity

Unique Entity ID: UZ9NMVF8SGD8

CAGE/NCAGE: 5JH22

Physical Address:

2201 NORTHLAND DR

AUSTIN , TX

78756 USA

Expiration Date:

Aug 15, 2025

Purpose of Registration:

All Awards

Last updated by Cecelia Johnson on Aug 03, 2021 at 11:59 AM

GRANTWORKS, INC.



GRANTWORKS, INC.

Unique Entity ID UZ9NMVF8SGD8	CAGE / NCAGE 5JH22	Purpose of Registration All Awards
Registration Status Active Registration	Expiration Date Sep 2, 2022	
Physical Address 2201 Northland DR Austin, Texas 78756-1117 United States	Mailing Address 2201 Northland Drive Austin, Texas 78756-1117 United States	

Business Information

Doing Business as (blank)	Division Name Grantworks	Division Number (blank)
Congressional District Texas 10	State / Country of Incorporation Texas / United States	URL http://www.grantworks.net

Registration Dates

Activation Date Aug 4, 2021	Submission Date Aug 3, 2021	Initial Registration Date Jun 16, 2009
---------------------------------------	---------------------------------------	--

Entity Dates

Entity Start Date Sep 16, 1979	Fiscal Year End Close Date Dec 31
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Immediate Owner

CAGE (blank)	Legal Business Name (blank)
------------------------	---------------------------------------

Highest Level Owner

CAGE (blank)	Legal Business Name (blank)
------------------------	---------------------------------------

Executive Compensation

Registrants in the System for Award Management (SAM) respond to the Executive Compensation questions in accordance with Section 6202 of P.L. 110-252, amending the Federal Funding Accountability and Transparency Act (P.L. 109-282). This information is not displayed in SAM. It is sent to USAspending.gov for display in association with an eligible award. Maintaining an active registration in SAM demonstrates the registrant responded to the questions.

Proceedings Questions

Registrants in the System for Award Management (SAM) respond to proceedings questions in accordance with FAR 52.209-7, FAR 52.209-9, or 2.C.F.R. 200 Appendix XII. Their responses are not displayed in SAM. They are sent to FAPIIS.gov for display as applicable. Maintaining an active registration in SAM demonstrates the registrant responded to the proceedings questions.

Exclusion Summary

Active Exclusions Records?

No

SAM Search Authorization

I authorize my entity's non-sensitive information to be displayed in SAM public search results:

Yes

Entity Types

Business Types

Entity Structure Corporate Entity (Not Tax Exempt)	Entity Type Business or Organization	Organization Factors (blank)
Profit Structure For Profit Organization		

<https://sam.gov/entity/UZ9NMVF8SGD8/coreData?status=Active>

Page 1 of 2

Last updated by Cecelia Johnson on Aug 03, 2021 at 11:59 AM

GRANTWORKS, INC.

Socio-Economic Types

Self Certified Small Disadvantaged Business

Check the registrant's Reqs & Certs, if present, under FAR 52.212-3 or FAR 52.219-1 to determine if the entity is an SBA-certified HUBZone small business concern. Additional small business information may be found in the SBA's Dynamic Small Business Search if the entity completed the SBA supplemental pages during registration.

Financial Information

Accepts Credit Card Payments
No Debt Subject To Offset
No

EFT Indicator
0000 CAGE Code
5JH22

Points of Contact

Electronic Business

 **Bruce Spitzengel, President** **2201 Northland Drive**
Austin, Texas 78756
United States

ERIC HARTZELL, Executive VP 2201 Northland Drive
 Austin, Texas 78756
 United States

Government Business

 **Bruce Spitzengel, President** **2201 Northland Drive**
Austin, Texas 78756
United States

ERIC HARTZELL, Executive VP 2201 Northland Drive
 Austin, Texas 78756
 United States

Service Classifications

NAICS Codes

Primary	NAICS Codes	NAICS Title
Yes	541611	Administrative Management And General Management Consulting Services

Disaster Response

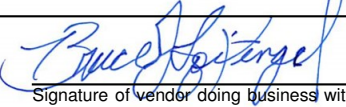
Yes, this entity appears in the disaster response registry.

Bonding Levels	Dollars
(blank)	(blank)

States	Counties	Metropolitan Statistical Areas
Any	(blank)	(blank)

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

FORM CIQ

<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	<p>OFFICE USE ONLY</p> <hr/> <p>Date Received</p>
<p>1 Name of vendor who has a business relationship with local governmental entity.</p> <p style="text-align: center;">N/A</p>	
<p>2 <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>	
<p>3 Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center;">N/A</p> <p style="text-align: center;">_____ Name of Officer</p>	
<p>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.</p> <p style="margin-left: 40px;">A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="margin-left: 80px;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p style="margin-left: 40px;">B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p style="margin-left: 80px;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>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.</p>	
<p>6 <input type="checkbox"/> 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).</p>	
<p>7</p> <p style="text-align: center;"> Signature of vendor doing business with the governmental entity</p>	<p>September 20, 2024 Date</p>

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.

Certification Regarding Lobbying

(To be submitted with each bid or offer exceeding \$100,000)

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

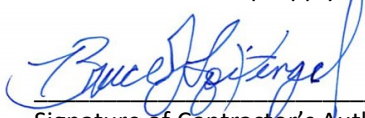
(a) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with 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.

(b) 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, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(c) The undersigned shall require that the language paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995).

The Contractor, GrantWorks, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

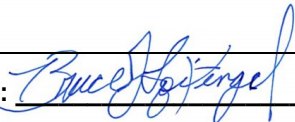
Bruce J. Spitzengel, President
Printed Name and Title of Contractor's Authorized Official

September 20, 2024
Date

Approved by OMB
 0348-0046

Disclosure of Lobbying Activities

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
 (See reverse for public burden disclosure)

Type of Federal Action: _____ a. contract _____ b. grant _____ c. cooperative agreement _____ d. loan _____ e. loan guarantee _____ f. loan insurance	Status of Federal Action: _____ a. bid/offer/application _____ b. initial award _____ c. post-award	Report Type: _____ a. initial filing _____ b. material change
Name and Address of Reporting Entity: _____ Prime _____ Subawardee Tier _____, if Known: Congressional District, if known:	If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
Federal Department/Agency:	7. Federal Program Name/Description: CFDA Number, if applicable: _____	
Federal Action Number, if known:	9. Award Amount, if known: \$ _____	
10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI):	b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI):	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature:  Print Name: <u>Bruce J. Spitzengel</u> Title: <u>President</u> Telephone No.: <u>(512) 420-0303</u> Date: <u>September 20,</u> 2024	
Federal Use Only	Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)	

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity 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 a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a follow-up report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitations for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Included prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.

(b) Enter the full names of the individual(s) performing services, and include full address if different from 10(a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503

(To be completed by awarded vendor)

CERTIFICATE OF INTERESTED PARTIES		FORM 1295	
Complete Nos. 1 - 4 and 6 if there are interested parties. Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.		OFFICE USE ONLY	
1 Name of business entity filing form, and the city, state and country of the business entity's place of business.		Must file online at www.ethics.state.tx.us/File	
2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.			
3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.			
4	Name of Interested Party	City, State, Country (place of business)	Nature of Interest (check applicable)
			<input type="checkbox"/> Controlling <input type="checkbox"/> Intermediary
5 Check only if there is NO Interested Party. <input type="checkbox"/>			
6 UNSWORN DECLARATION My name is _____, and my date of birth is _____. My address: _____ (street), _____ (city), _____ (state), _____ (zip code), _____ (country). I declare under penalty of perjury that the foregoing is true and correct. Executed in _____ County, State of _____, on the _____ day of _____, 20____. (month) (year)			
_____ Signature of authorized agent of contracting business entity (Declarant)			
ADD ADDITIONAL PAGES AS NECESSARY			

The logo for GrantWorks, featuring the word "Grant" in a dark blue font and "Works" in a green font, with a registered trademark symbol (®) to the right.

GrantWorks®

2201 NORTHLAND DRIVE
AUSTIN, TEXAS 78756
512-420-0303
WWW.GRANTWORKS.NET