



CITY OF
PORT LAVACA



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To Whom it May Concern:

Justification for Capital Projects and Grants Coordinator Position

The Capital Projects and Grants Coordinator position is needed to provide dedicated oversight, coordination, and accountability for the City of Port Lavaca's capital improvement projects and grant-funded activities. As the City continues to pursue infrastructure improvements and outside funding opportunities, the administrative, financial, and compliance requirements associated with these projects have become increasingly complex and time-consuming. Having a dedicated coordinator helps ensure that projects are completed efficiently, grant requirements are satisfied, and City resources are used responsibly.

A major benefit of this position is its ability to maximize the City's use of grant funding while reducing the burden on local taxpayers. State and federal grants can provide significant funding for streets, drainage, utilities, parks, public facilities, resiliency, and other community priorities. However, obtaining a grant is only the beginning of the process. Grants frequently require extensive documentation, procurement compliance, financial tracking, progress reporting, reimbursement requests, deadlines, audits, and closeout procedures. Failure to properly administer an award can delay reimbursements, jeopardize funding, create audit findings, or affect the City's eligibility for future funding.

The Capital Projects and Grants Coordinator provides a central point of responsibility for these requirements. The position coordinates with City departments, engineers, consultants, contractors, funding agencies, and other partners to help keep projects moving forward and ensure that required documentation and deadlines are addressed.

Reducing the Administrative Burden on the Finance Director and City Manager

An important benefit of the Capital Projects and Grants Coordinator position is that it reduces the significant administrative and project-management burden that would otherwise fall on the Finance Director and City Manager. Both positions already have broad responsibilities for the City's overall operations and financial management. Requiring them to also handle the day-to-day coordination of multiple capital projects and grant programs can take valuable time away from their primary responsibilities.

For the Finance Director, the coordinator assists by organizing grant financial documentation, tracking project expenditures and funding balances, preparing reimbursement documentation, coordinating supporting records for audits, monitoring grant deadlines, and communicating with departments and funding agencies regarding project financial requirements. While the Finance Director retains responsibility for the City's financial controls and oversight, the coordinator handles much of the detailed administrative work necessary to keep grant and capital project records organized and current.

This allows the Finance Director to devote more time to Citywide financial management, budgeting, accounting, cash management, financial reporting, audits, internal controls, debt management, and long-term financial planning, rather than spending substantial time tracking individual project requirements and assembling grant documentation.

For the City Manager, the coordinator serves as a central point of contact for the day-to-day status of capital projects. The coordinator follows up with engineers, consultants, contractors, department heads, and granting agencies; track project schedules and outstanding items; identify potential delays; and provide management with organized project updates.

This allows the City Manager to focus more attention on Citywide operations, City Council priorities, strategic planning, personnel and departmental oversight, economic development, community issues, intergovernmental relationships, and other executive responsibilities. Instead of the City Manager or various department heads having to personally track the details of every project, the coordinator can manage those details and elevate issues that require executive-level decisions.

Importantly, the position does not replace the authority or responsibilities of the City Manager or Finance Director. Rather, it provides them with the administrative support, coordination, and information needed to perform their responsibilities more effectively. The coordinator handles the detailed follow-up and documentation while management retains appropriate decision-making, financial oversight, and accountability.

Improving Capital Project Management

Capital projects require substantial coordination beyond normal departmental operations. A single project may involve engineering and design, environmental review, easements, procurement, construction contracts, funding requirements, inspections, change orders, invoices, reimbursements, reporting, and project closeout. Without dedicated coordination, these responsibilities must be absorbed by the City Manager, Finance Director, department heads, and other employees who already have significant responsibilities associated with daily City operations.

Maintaining this position provides several important benefits to the City:

- Improved project oversight: Tracks schedules, budgets, milestones, contracts, documentation, and outstanding items so projects are less likely to experience preventable delays.
- Reduced workload on the Finance Director: Handles much of the administrative coordination associated with grant expenditures, reimbursements, documentation, reporting deadlines, and project records, allowing the Finance Director to concentrate on the City's overall financial responsibilities.
- Reduced workload on the City Manager: Manages routine project coordination and follow-up so the City Manager can focus on executive-level decisions, City Council priorities, departmental oversight, and strategic issues.
- Grant compliance and accountability: Helps ensure grant-funded projects comply with funding agency requirements and that reports, reimbursement requests, and closeout documents are completed timely.
- Greater access to outside funding: Identifies and coordinates grant opportunities that can help the City complete needed improvements without relying exclusively on local revenues.
- Protection of City funds: Proper documentation and grant administration reduce the risk of questioned costs, lost reimbursements, missed deadlines, or funding that must be returned.

- Coordination between multiple parties: Serves as a liaison among City staff, engineers, consultants, contractors, funding agencies, and other stakeholders.
- Reduced burden on department heads: Allows operational departments to remain focused on providing essential City services rather than assuming additional grant and project administration duties.
- Improved financial and capital planning: Provides management with better information regarding project costs, grant reimbursements, funding balances, schedules, and upcoming capital needs.
- Institutional knowledge and continuity: Maintains centralized records and project history so important information is not lost when contractors, consultants, agency representatives, or City personnel change.
- Transparency and accountability: Provides organized and timely information to assist the City Manager, Finance Director, and City Council in monitoring how public and grant funds are being used.

Overall Value to the City

The Capital Projects and Grants Coordinator should be viewed as an investment in the City's administrative capacity and its ability to effectively manage significant public infrastructure investments and outside funding—not simply as an additional administrative position. The position strengthens project management, protects grant funding, improves accountability, supports City departments, and increases the City's capacity to pursue improvements that might otherwise be delayed or financially difficult to accomplish.

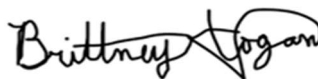
Just as importantly, the position allows the City Manager and Finance Director to operate at the level their positions require. Rather than spending a disproportionate amount of time on project tracking, grant documentation, reimbursement coordination, deadlines, consultant follow-up, and other administrative details, they can focus on the broader executive and financial responsibilities necessary to operate the City effectively.

As the City of Port Lavaca continues addressing infrastructure and community needs, having an employee specifically responsible for coordinating capital projects and grants provides the organizational capacity necessary to move projects from funding and planning through construction, reimbursement, and final closeout. This dedicated oversight helps ensure that the City receives the full benefit of available funding, protects its financial interests, reduces the administrative burden on senior management, and delivers projects responsibly and efficiently for the benefit of Port Lavaca residents.

Respectfully,



JoAnna P. Weaver, P.E.
City Manager



Brittney Hogan,
Director of Finance