

RFP 2026-021 Addendum 1

GrantWorks Inc Supplier Response

Event Information

Number: RFP 2026-021 Addendum 1
Title: RFP 2026-021: Grant Research, Application Preparation, and Grant Administration Services City of Laredo Utilities Department
Type: Request For Proposal
Issue Date: 11/20/2025
Deadline: 12/11/2025 05:00 PM (CT)
Notes: **The City of Laredo strongly encourages electronic bid submissions through Cit-E-Bid, which is the preferred method for bid delivery. Electronic submissions help ensure timely receipt and efficient processing. While electronic submission is preferred, hand-delivered proposals will also be accepted. If submitting in person, proposals will also be received at City Hall.**

Vendors/contractors submitting hand-delivered bids to the City Secretary's Office on the due date must allow sufficient time for check-in at the City Hall reception desk. The City is not

responsible for any delays caused by the check-in process. Bids will not be accepted after the specified deadline, regardless of circumstances. Please plan accordingly to ensure timely submission. The City of Laredo reserves the right to reject any and all proposals, and to waive any minor irregularities.

*****If the bidder submits both an electronic proposal and a properly completed manual proposal, the Purchasing Division will use the electronic proposal. If the bidder submits an electronic proposal and a manual proposal that is not complete, the Purchasing Division will use the electronic proposal.*****

Proposals forms can be downloaded and printed through Cit-E-Bid.

*****Mailed Proposals (i.e. USPS, FedEx, UPS), telegraphic, or facsimile proposals will not be considered.*****

Contact Information

Contact: Enrique Aldape III
Address: Purchasing Division
Public Works Service Center
5512 Thomas Avenue
Laredo, TX 78041
Phone: 956 (794) 1733
Fax: 956 (790) 1805
Email: ealdape@ci.laredo.tx.us

GrantWorks Inc Information

Contact: Brittany Hymel
Address: 2201 Northland Dr
n/a
Austin, TX 78756
Phone: (225) 229-5578
Email: brittany.hymel@grantworks.net

By submitting your response, you certify that you are authorized to represent and bind your company.

Brittany Hymel

Signature

brittany.hymel@grantworks.net

Email

Submitted at 12/11/2025 01:59:52 PM (CT)

Supplier Note

GrantWorks, Inc. is pleased to submit its response to the City of Laredo Utilities Department's Request for Proposal (RFP No. 2026-021) for Grant Research, Application Preparation, & Grant Administration Services.

Response Attachments

GW Proposal-Laredo, TX Grant Research, Application Preparation & Administration 12112025.pdf

Attached is GW Proposal - Laredo, TX Grant Research, Application Preparation & Administration.

Bid Attributes

1 Questionnaire Description "The undersigned affirms that they are duly authorized to execute this contract, that this company, corporation, firm, partnership or individual has not prepared this bid in collusion with any other bidder, and that the contents of this bid as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this request. By submitting this bid the vendor agrees to the City of Laredo specifications and all terms and conditions stipulated in the proposed document. That I, individually and on behalf of the business named in this Business Questionnaire, do by my signature below, certify that the information provided in the questionnaire is true and correct".
2 Name of Offeror (Business) and Name & Phone Number of Authorized Person to sign bid GrantWorks, Inc. Bruce J. Spitzengel, President, Cell: 713-252-5872 Office: 512-420-0303, Ext. 309
3 State how long under has the business been in its present business name GrantWorks has been in business using its present business name since 1998 or 27 years.
4 If applicable, list all other names under which the Business identified above operated in the last five years GrantWorks has not operated under other business names in the last five years.
5 State if the Company is a certified minority business enterprise The below information is requested for statistical and tracking purposes only and will not influence the amount of expenditure the City will make with any given company.

6 Questions Part 1

1) Is any litigation pending against the Business? 2) Has the Business ever been declared "not responsive" for the purpose of any governmental agency contract award? 3) Has the Business been debarred, suspended, proposed for debarment, suspended, proposed for debarment, declared ineligible, voluntarily excluded, or otherwise disqualified from bidding, proposing or contracting? 4) Are there any proceedings, pending relating to the Business responsibility, debarment, suspension, voluntary exclusion, or qualification to receive a public contract? 5) Has the government or other public entity requested or required enforcement of any of its rights under a surety agreement on the basis of default or in lieu of declaring the Business at default?

GrantWorks does not have any litigation pending against the business. The company has never been declared "not responsive" for the purpose of any governmental agency contract award. GrantWorks has not been debarred, suspended, proposed for debarment, suspended, proposed for debarment, declared ineligible, voluntarily excluded, or otherwise disqualified from bidding, proposing, or contracting. There are no proceedings pending relating to GrantWorks business responsibility, debarment, suspension, voluntary exclusion, or qualification to receive a public contract. No government or other public entity has requested or required enforcement of any of its rights under a surety agreement on the basis of default or in lieu of declaring GrantWorks at default.

7 Questions Part 2

1) Is the Business in arrears in any contract or debt? 2) Has the Business been a defaulter, as a principal, surety, or otherwise? 3) Have liquidated damages or penalty provisions been assessed against the Business for failure to complete work on time or any other reason?

GrantWorks is not in arrears on any contract or debt and has not defaulted as a principal, surety, or otherwise. GrantWorks has never had liquidated damages or penalty provisions assessed against the business for failure to complete work on time or for any other reason.

8 State if the Company is a certified minority business enterprise

This company is not a certified minority business

9 Conflict of Interest Disclosure

A form disclosing potential conflicts of interest involving counties, cities, and other local government entities may be required to be filed after January 1, 2006, by vendors or potential vendors to local government entities. The new requirements are set forth in Chapter 176 of the Texas Local Government Code added by H.B. No. 914 of the last Texas Legislature. Companies and individuals who contract, or seek to contract, with the City of Laredo and its agents may be required to file with the City Secretary's Office, 1110 Houston Street, Laredo, Texas 78040, a Conflict of Interest Questionnaire that describes affiliations or business relationships with the City of Laredo officers, or certain family members or business relationships of the City of Laredo officer, with which such persons do business, or any gifts in an amount of \$250.00 or more to the listed City of Laredo officer(s) or certain family members. The new requirements are in addition to any other disclosures required by law. The dates for filing disclosure statements begin on January 1, 2006. A violation of the filing requirements is a Class C misdemeanor. The Conflict of Interest Questionnaire (Form CIQ) may be downloaded from http://www.ethics.state.tx.us/whatsnew/conflict_forms.htm. The City of Laredo officials who come within Chapter 176 of the Local Government Code relating to filing of Conflicts of Interest Questionnaire (Form CIQ) include: 1. Mayor 2. Council Members 3. City Manager 4. Members of the Fire Fighters and Police Officers Civil Service Commission. 5. Members of the Planning and Zoning Commission. 6. Members of the Board of Adjustments 7. Members of the Building Standards Board 8. Parks & Leisure Advisory Committee Member, 9. Historic District Land Board Member, 10. Ethics Commission Board Member, 11. The Board of Commissioners of the Laredo Housing Authority 12. The Executive Director of the Laredo Housing Authority 13. Any other City of Laredo decision making board member If additional information is needed please contact Enrique Aldape III, Interim Purchasing Agent at 956-794-1733.

1 0 Conflict of Interest Questionnaire Form CIQ
For vendor or other person doing business with local governmental entity. This questionnaire reflects changes made to the law by H.B. 1491, 80th Leg., Regular Session. This questionnaire is being filed in accordance with Chapter 176, Local Government Code by a person who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the person meets requirements under Section 176.006(a). By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the person becomes aware of facts that require the statement to be filed. See Section 176.006, Local Government Code. A person commits an offense if the person knowingly violates Section 176.006, Local Government Code. An offense under this section is a Class C misdemeanor.

1 1 Conflict of Interest Questionnaire

Vendor is required to submit Conflict of Interest Form for bid to be considered complete. Have you submitted your completed Conflict of Interest Form with your response?

Yes

1 2 Disclosure Form

For details on use of this form, see Section 4.01 of the City's Ethics Code.

1 3 Question 1. Name of person submitting this disclosure form

Please include First Name, Middle Initial, Last Name and Suffix (if applicable)

Bruce J. Spitzengel

1 4 Question 2. Contract Information

Please include the following: a)Contract or Project Name b)Originating Department

RFP: 2026-021 Grant Research, Application Preparation, and Grant Administration Services for the City of Laredo Utilities Department.

1 5 Question 3. Name of individual(s) or entity(ies) seeking a contract with the city (i.e. parties to the contract)

GrantWorks, Inc.

1 6 Question 4. List any business entity(ies) that is a partner, parent, subsidiary business entity(ies) of the individual or entity listed in Question 3.

Not Applicable

1 7 Question 4. List any business entity(ies) that is a partner, parent, subsidiary business entity(ies) of the individual or entity listed in Question 3

If you selected Not Applicable on Question 4, skip this section. If it applies to you, please list the name of partner, parent, or subsidiary business entity(ies) in this section.

No response

1 8 Question 5. List any individuals or entities that will be subcontractors on this contract

Not Applicable

1 9 Question 5. List any individuals or entities that will be subcontractors on this contract

If you selected Not Applicable on Question 5, please skip this section. If it applies to you, please list subcontractors in this section.

No response

2 0	Question 6. List any attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract <div style="border: 1px solid black; padding: 2px;">Not Applicable</div>
2 1	Question 6. List any attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract If selected Not Applicable on question 6, please skip this section. If it applies to you, please list attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract. <div style="border: 1px solid black; padding: 2px;">No response</div>
2 2	Question 7. Disclosure of political contributions List any campaign or officeholder contributions made by the following individuals in the past 24 months totaling more than \$100 to any current member of City Council, former member of City Council, any candidate for City Council, or to any political action committee that contributes to City Council elections. a) Any individual seeking contract with the city (Question 3) b) Any owner of officer of entity seeking contract with the city (Question 3) c) Any individual or owner or officer of any entity listed above as partner, parent, or subsidiary business (Question 4) d) Any subcontractor or owner/office of subcontracting entity for the contract (Question 5) e) The spouse of any individual listed in response to (a) through (d) above f) Any attorney, lobbyist, or consultant retained to assist in seeking contract (Question 6) <div style="border: 1px solid black; padding: 2px;">Not Applicable</div>
2 3	Question 7. Disclosure of political contributions If you selected Not Applicable on question 7, please skip this section. If it applies to you, please list all contributors in this section. <div style="border: 1px solid black; padding: 2px;">No response</div>
2 4	Updates on contributions required Information regarding contributions must be updated by submission of a revised form from the date of the submission of this form, up through the time City Council takes action on the contracts identified in response to Question 2 and continuing for 30 calendar days after the contract has been awarded.
2 5	Question 8. Disclosure of Conflict of Interest Are you aware of any fact(s) with regard to this contract that would raise a "conflict of interest" issue under Section 2.01 of the Ethics Code for any City Council member or board/commission member that has not or will not be raised by these city officials? <div style="border: 1px solid black; padding: 2px;">I am not aware of any conflict of interest</div>
2 6	8. Disclosure of Conflict of Interest If you selected I am aware of conflict of interest is question 8, please list them in this section. <div style="border: 1px solid black; padding: 2px;">No response</div>
2 7	Question 9. Updates Required I understand that this form must be updated by submission of a revised form if there is any change in the information before the discretionary contract is the subject of action by the City Council, and no later than five (5) business days after any changes has occurred, whichever comes first. This include information about political contributions made after the initial submission and up until thirty (30) calendar days after the contract has been awarded. <input checked="" type="checkbox"/> I have read and understand this section

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Question 10. No Contact with City Officials or Staff during Contract Evaluation

I understand that a person or entity who seeks or applies for city contract or any other person acting on behalf of that person or entity is prohibited from contacting city officials and employees regarding the contract after a Request for Proposal (RFP), Request for Qualifications (RFQ), or other solicitation has been released. This no-contact provision shall conclude when the contract is posted as a City of Laredo Council agenda item. If contact is required with city officials or employees, the contact shall take place in accordance with procedures incorporated into the solicitation documents. Violation of this prohibited contacts provision set out in Section 2.09 of the Ethics Code by respondents or their agents may lead to disqualification of their offer from consideration.

I have read and understand this section

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Question 11. Conflict of Interest Questionnaire (CIQ)

Chapter 176 of the Local Government Code requires contractor and vendors to submit a Conflict of Interest Form (CIQ) to the Office the of City Secretary.

I have acknowledge that I have been advised

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Question 11. Oath

Please complete in this section the required information for your company: 1) Name 2) Title 3) Company or DBA 4) Date

Bruce J. Spitzengel, President, GrantWorks, Inc., December 9, 2025

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I swear or affirm that the statements contained in this Discretionary Contracts Disclosure Form, including any attachments, to the best of my knowledge and belief are true, correct, and complete.

I swear or affirm information is correct

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Company Information Questionnaire

I have completed this section

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Conflict of Interest Questionnaire

I have completed this section

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Non-Collusive Affidavit

I have completed and included this form

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Discretionary Contracts Disclosure

I have completed this section

Certificate of Interested Parties (Form 1295)

In an effort to comply with state law the certificate of interested parties must be filled out once a vendor has been granted a contract. All of this information can be found on the State of Texas website, please use this link provided, <https://www.ethics.state.tx.us/tec/1295-Info.htm>. Implementation of House Bill 1295 Certificate of Interested Parties (Form 1295): In 2015, the Texas Legislature adopted House Bill 1295, which added section 2252.908 of the Government Code. The law states that a governmental entity or state agency may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The law applies only to a contract of a governmental entity or state agency that either (1) requires an action or vote by the governing body of the entity or agency before the contract may be signed or (2) has a value of at least \$1 million. The disclosure requirement applies to a contract entered into on or after January 1, 2016. The Texas Ethics Commission was required to adopt rules necessary to implement that law, prescribe the disclosure of interested parties form, and post a copy of the form on the commission's website. The commission adopted the Certificate of Interested Parties form (Form 1295) on October 5, 2015. The commission also adopted new rules (Chapter 46) on November 30, 2015, to implement the law. The commission does not have any additional authority to enforce or interpret House Bill 1295. Filing Process: Starting on January 1, 2016, the commission will make available on its website a new filing application that must be used to file Form 1295. A business entity must use the application to enter the required information on Form 1295 and print a copy of the completed form, which will include a certification of filing that will contain a unique certification number. An authorized agent of the business entity must sign the printed copy of the form and have the form notarized. The completed Form 1295 with the certification of filing must be filed with the governmental body or state agency with which the business entity is entering into the contract. The governmental entity or state agency must notify the commission, using the commission's filing application, of the receipt of the filed Form 1295 with the certification of filing not later than the 30th day after the date the contract binds all parties to the contract. The commission will post the completed Form 1295 to its website within seven business days after receiving notice from the governmental entity or state agency. Information regarding how to use the filing application will be available on this site starting on January 1, 2016. Additional Information: HB 1295 Certificate of Interested Parties (Form 1295) New Chapter 46, Ethics Commission Rules: 46.1. Application 46.3. Definitions 46.5. Disclosure of Interested Parties Form In order to comply with state law the Certificate of Interested Parties (Form 1295) must be submitted to the Texas Ethics Commission within 10 days upon receiving notice of award of contract. This form must be submitted within the allotted time otherwise this may result in the cancellation of the contract.

I will comply with this form

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7 **Disqualification & Debarment Certification**

DISQUALIFICATION & DEBARMENT CERTIFICATION By submitting this request for bids, proposal or statement of qualifications, the firm certifies that it is not currently debarred or eligible for debarment from the City of Laredo pursuant to **Ordinance No. 2017-O-098**, and that it is not an agent of a person or entity that is currently debarred from receiving contracts from any political subdivision or agency of the State of Texas. The City will further verify debarment status through use of the federal website SAM.gov. The contract parties are further prohibited from making any award at any tier to any party that is debarred or suspended or otherwise excluded from or ineligible for participation in Federal Assistance Programs under Executive Order 12549, "Debarment and Suspension."

By executing this agreement, the Engineer certifies that it is not currently debarred, suspended, or otherwise excluded from or ineligible for participation in Federal Assistance Programs under Executive Order 12549. The parties to this contract shall require any party to a subcontract or purchase order awarded under this contract to certify its eligibility to receive Federal funds and, when requested by the City, to furnish a copy of the certification. Additionally, in accordance with Chapter 2270, Texas Government Code, a governmental entity may not enter into a contract with a company for goods or services unless the contract contains a written verification from the company that it: (1) does not boycott Israel; and (2) will not boycott Israel during the term of the contract.

The signatory executing this contract on behalf of company verifies that the company does not boycott Israel and will not boycott Israel during the term of this contract. S.B. 252 (V. Taylor/S. Davis) is a bill relating to government contracts with terrorists. The bill provides that: (1) a governmental entity, including a city, may not enter into a governmental contract with a company that is identified on a list prepared and maintained by the comptroller and that does business with Iran, Sudan, or a foreign terrorist organization; and (2) a company that the United States government affirmatively declares to be excluded from its federal sanctions regime relating to Sudan, its federal sanctions regime relating to Iran, or any federal sanctions regime relating to a foreign terrorist organization is not subject to the contract prohibition under the bill.

I certify to the terms and conditions

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8 **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)**

Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)

Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

I have read and understand this section

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9 **Ordinance 2018-O-175**

The City of Laredo has established a local vendor preference ordinance 2018-O-175. All informal and formal Requests for bids for contracts will be evaluated with a 5% preference for local vendors.

GrantWorks understands that the City of Laredo will evaluate all informal and formal requests for bids for contract with a 5% preference for local vendors.

Addendum

The City of Laredo reserves the right to issue addenda to solicitations as necessary. Addenda are used to clarify, revise, or otherwise modify solicitation documents. All submitting parties are responsible for acknowledging receipt of each addendum issued. Failure to acknowledge any issued addendum will result in the submission being returned and considered incomplete.

Important Notice:

- Addendum notifications will be sent to the email address associated with each submission.
- It is the submitting party's responsibility to monitor the provided email address and ensure that all addenda are received and acknowledged.
- Failure to acknowledge any issued addendum will result in the submission being returned and considered incomplete.

Acknowledge

Insurance Terms and Conditions**INSURANCE REQUIREMENTS**

If and when applicable or required by the contract, the successful bidder(s) shall furnish the City with original copies of valid insurance policies herein required upon execution of the contract and shall maintain said policies in full force and effect at all times throughout the term of this contract.

- (a) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, which coverage shall include products/completed operations (\$1,000,000 products/completed operations aggregate) and XCU (Explosion, Collapse, Underground) hazards. Coverage must be written on an occurrence form. Contractual Liability must be maintained covering the Contractors obligations contained in the contract. The general aggregate limit must be at least two (2) times the each occurrence limit.
- (b) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limits of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.
- (c) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non-owned, and hired car coverage.
- (d) Professional Liability, Errors & Omissions coverage, with minimum limits of \$1,000,000 per claim/ \$2,000,000 annual aggregate. This coverage must be maintained for at least two years after the project is completed. If coverage is written on a claims-made basis, a policy retroactive date equivalent to the inception date of the contract (or earlier) must be maintained during the full term of the contract.
- (e) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor.
- (f) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement, products/completed operations, XCU hazards, and contractual liability.
- (g) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as an additional insured with respect to General Liability and Automobile Liability.
2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, and all liability policies.
4. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of

any material change in the insurance coverage.

5. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.
6. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.
7. Required limits may be satisfied by any combination of primary and umbrella liability insurances.
8. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.
9. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(h) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverage's according to requirements and instructions contained herein.
2. Shall specifically set forth the notice-of-cancellation or termination provisions to The City of Laredo.

(i) Upon request, Contractor shall furnish The City of Laredo with certified copies of all insurance policies.

(j) Certificates of insurance are always subject to review and approval from the City of Laredo Risk Management.

(k) Specialty certificates and licenses must be inspected and verified for accuracy and validity before award of contract.

(l) Awarded vendor is required to maintain current and active all: certifications, licenses, permits and/or insurance coverages, required to perform work, throughout the duration of this project/contract.

NON-CONSTRUCTION BIDS:

Insurance Requirements

The successful bidder(s) shall furnish the City with a Certificate of Insurance herein required upon execution of the contract and shall maintain said policies in full force and effect at all times during the term of this contract.

(a) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, Coverage must be amended to provide for an each-project aggregate limit of insurance. An alternative would be to have separate limits for all lines of General Liability coverage for each project.

(b) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limit of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(c) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non- owned, and hired car coverage.

(d) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor. The independent subcontractor performing onsite labor will extend completed operations to additional insured parties.

(e) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement.

(f) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as a primary and non-contributory additional insured with respect to General Liability and Automobile Liability. The additional insured for General Liability shall include operations and completed operations. Completed operation are to be kept in force for a period of 10 years.

2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, and all liability policies.
4. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.
5. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.
6. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.
7. Required limits may be satisfied by any combination of primary and umbrella liability insurances.
8. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.
9. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(g) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverages according to requirements and instructions contained herein.
2. Certificates of insurance shall be accompanied by a copy of each required endorsement including the notice of cancellation or termination provisions to the City of Laredo for each required type of insurance.

(h) Upon receipt of a verified claim and at the request of the City of Laredo, Contractor shall furnish The City of Laredo with certified copies of all required insurance policies.

CONSTRUCTION BIDS:

INSURANCE REQUIREMENTS

When required and specified in the City of Laredo bid specifications, the successful bidder(s) shall furnish the City with Certificate of Insurance herein required upon execution of the contract and shall maintain said policies in full force and effect at all times during the term of this contract.

(i) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, which coverage shall include products/completed operations (\$1,000,000 products/ completed operations aggregate), and XCU (Explosion, Collapse, Underground) hazards. Coverage for products/completed operations must be maintained for at least two (2) years after the construction work has been completed. Coverage must be amended to provide for an each-project aggregate limit of insurance. An alternative would be to have separate limits for all lines of General Liability coverage for each project.

(j) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limit of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(k) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non- owned, and hired car coverage.

(l) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor. The independent subcontractor performing onsite labor will extend completed operations to additional insured parties.

(m) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement, products/completed operations, XCU hazards, and contractual liability.

(n) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as a primary and non-contributory additional insured with respect to

General Liability and Automobile Liability. The additional insured for General Liability shall include operations and completed operations. Completed operation are to be kept in force for a period of 10 years.

2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, Builders Risk, and all liability policies.
13. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.
4. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.
5. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.
6. Required limits may be satisfied by any combination of primary and umbrella liability insurances.
7. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.
8. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(o) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverages according to requirements and instructions contained herein.
2. Certificates of insurance shall be accompanied by a copy of each required endorsement including the notice of cancellation or termination provisions to the City of Laredo for each required type of insurance.

(p) Upon receipt of a verified claim and at the request of the City of Laredo, Contractor shall furnish The City of Laredo with certified copies of all required insurance policies.

I agree my insurance meets minimum requirements

Contract Requirements

1.CODE OF ETHICS ORDINANCE Vendors doing business with the City of Laredo shall comply with all provisions of the City of Laredo's Code of Ethics (Ordinance, as amended). Vendors may be required to participate in Code of Ethics trainings.

1.2 PROHIBITED CONTACTS DURING CONTRACT SOLICITATION PERIOD A person or entity who seeks or applies for a city contract or any other person acting on behalf of such person or entity, is prohibited from contacting city officials and employees regarding such a contract after a Formal Bid, Request for Proposal (RFP), Request for Qualification (RFQ) or other solicitation has been released. This no-contact provision shall conclude when the contract is awarded. The City of Laredo reserves the right to contact respondents and may require such contact as part of the evaluation process (for presentation, clarification) of bids and/or negotiation of RFP submittal(s) prior to the award of contract. If contact is required, such contact will be done in accordance with provisions of Chapter 252 and 271 of the Texas Local Government Code and procedures incorporated into the solicitation document. Violation of this provision by respondents or their agents may lead to disqualification of their offer from consideration.

1.3 NON-COLLUSIVE AFFIDAVIT (Form can be downloaded and submitted through Cit-E-Bid system) The City may require that vendors submit a Non-Collusive Affidavit. The vendor will be required to state that the party submitting a proposal or bid, that such proposal or bid is genuine and not collusive or sham; that said Bidder has not colluded, conspired, connived or agreed, directly or indirectly, with any Bidder or Person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference, with any person, to fix the bid price or affiant or of any other Bidder, or to fix any overhead, profit or cost element of said bid price, or of that of any other Bidder, or to secure any advantage against the City of Laredo or any person interested in the proposed contract; and that all statements in said proposal or bid are true.

1.4 CONTRACT DISCLOSURE FORMS (This is submitted through Cit-E-Bid system) The City of Laredo requires the following forms to be completed as a part of this bid for consideration; 1. Company Information Questionnaire, 2. Signed Price Schedule, 3. Conflict of Interest Questionnaire, 4. Non-Collusive Affidavit 5. Discretionary Contracts Disclosure 6. Certificate of Interested Parties (Form 1295) ****Upon Award of RFP Only****

1.5 CONFLICT OF INTEREST FORMS (This is submitted through Cit-E-Bid system) Conflict of Interest Disclosure: A form disclosing potential conflicts of interest involving counties, cities, and other local government entities may be required to be filed after January 1, 2006, by vendors or potential vendors to local government entities. The new requirements are set forth in Chapter 176 of the Texas Local Government Code added by H.B. No. 914 of the last Texas Legislature.

1.6 TEXAS ETHICS COMMISSION (Form 1295, Form can be downloaded and submitted through Cit-E-Bid system) Certificate of Interested Parties (Form 1295) Implementation of House Bill 1295: In an effort to comply with state law the certificate of interested parties must be filled out once a vendor has been granted a contract. All of this information can be found on the state of Texas website, please use this link provided,

<https://www.ethics.state.tx.us/tec/1295-Info.htm> In 2015, the Texas Legislature adopted House Bill 1295, which added section 2252.908 of the Government Code. The law states that a governmental entity or state agency may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The law applies only to a contract of a governmental entity or state agency that either (1) requires an action or vote by the governing body of the entity or agency before the contract may be signed or (2) has a value of at least \$1 million. The disclosure requirement applies to a contract entered into on or after January 1, 2016. In order to comply with state law the Certificate of Interested Parties (Form 1295) must be submitted to the Texas Ethics Commission within 10 days upon receiving notice of award of contract. This form must be submitted within the allotted time otherwise this may result in the cancellation of the contract.

Changes to Form 1295:

Changes to the law requiring certain businesses to file a Form 1295 are in effect for contracts entered into or amended on or after January 1, 2018. The changes exempt businesses from filing a Form 1295 for certain types of contracts and replace the need for a completed Form 1295 to be notarized. Instead, the person filing a 1295 needs to complete an "unsworn declaration."

I have read and understand this section

Terms and Conditions Request for Proposals

TERMS AND CONDITIONS OF INVITATIONS FOR PROPOSALS These Terms and Conditions are considered standard language for all City of Laredo solicitation documents. If any specific proposal requirements differ from the general terms listed here, the specific proposal requirements shall prevail.

A response to any Request for Proposal is an offer to contract with the City based upon the terms, conditions, and

specifications contained in the City's Request for Proposal. Proposals do not become contracts unless and until they are executed by the City. A contract has its inception in the award, eliminating a formal signing of a separate contract, unless requested by the City. For that reason, most if not all the terms and conditions of the contract are contained in the Request for Proposal, unless any of the terms and conditions are modified by a Request for Proposal amendment, a contract amendment, or by mutually agreed terms and conditions in the contract documents.

GENERAL CONDITIONS Vendors are required to submit Proposals upon the following expressed conditions:

- (a) Vendors shall thoroughly examine the specifications, schedule instructions and other contract documents. Once the award has been made, failure to read all specifications, instructions, and the contract documents, of the City shall not be cause to alter the original contract or for a vendor to request additional compensation.
- (b) Vendors shall make all investigations necessary to thoroughly inform themselves regarding facilities and locations for delivery of materials and equipment as required by the Proposal conditions. No pleas of ignorance by the vendor of conditions that exist or that may hereafter exist as a result of failure or omission on the part of the vendor to make the necessary examinations and investigations, or failure to fulfill in every detail the requirements of the contract documents, will be accepted as a basis for varying the requirements of the City or the compensation to the vendor.
- (c) Vendors are advised that City contracts are subject to all legal requirements provided for in the City Charter and/or applicable City Ordinances, State and Federal Statutes.

1.0 PREPARATION OF PROPOSALS Proposals will be prepared in accordance with the following:

- (a) All information required by the proposal form shall be furnished. For hand delivered submittals only, the vendor shall print or type the business name and manually sign the schedule. For electronic submittals, this information shall be submitted electronically on Cit-E-Bid system. If submitted electronically, this information shall be submitted electronically on Cit-E-Bid system by going to the following link: <https://cityoflaredo.ionwave.net/Login.aspx> If vendor submits both manual and electronic bids, the electronic bid will replace the manual bid and shall be considered the only valid bid.
- (b) Unit prices shall be shown and where there is an error in extension of price, the unit price shall govern.
- (c) Alternate Proposals will not be considered unless authorized by the invitation for proposals or any applicable addendum.
- (d) Proposed delivery time must be shown and shall include business days.
- (e) Vendors will not include Federal taxes or State of Texas limited sales tax in proposal prices since the City of Laredo is exempt from payment of such taxes. An exemption certificate will be furnished upon request.

2.0 DESCRIPTION OF SPECIFICATIONS & SUBSTITUTIONS It is the responsibility of the prospective proposer to review the entire invitation to proposal packet and to notify the City of Laredo if the specifications are formulated in a manner that would restrict competition. Any such protest regarding the specifications or proposal procedures must be received by City of Laredo no less than seventy-two hours prior to the time set for proposal opening. Vendors are required to state exactly what they intend to furnish. Otherwise, when applicable, vendors will be required to furnish the items as specified.

3.0 SUBMISSION OF PROPOSALS

(a) Proposals and changes thereto shall be enclosed in sealed envelopes, properly addressed and to include the date and hour of the Proposal opening and the material or services. Proposals shall be typed or written on the face of the envelope. Unless otherwise noted on the Notice to Vendors cover sheet, all hand delivered Proposals must be submitted to the City of Laredo, City Secretary's Office, City Hall Third Floor, 1110 Houston Street.

(b) Proposals forms can be downloaded printed through Cit-E-Bid. Proposals can be submitted electronically through Cit-E-Bid by going to the following link: <https://cityoflaredo.ionwave.net/Login.aspx>

Mailed Bids (i.e. USPS, FedEx, UPS), telegraphic, emails or facsimile bids will not be considered.

(c) Samples, when required, must be submitted within the time specified, at no expense to the City of Laredo. If not destroyed or used up during testing, samples will be returned upon request at the Vendors expense.

(d) Proposals must be valid for a period of one hundred and twenty (120) days. An extension to hold proposal pricing for actual quantity bids may be requested by the City.

(e) The City shall pay no costs or other amounts incurred by any entity in responding to this RFP, or as a result of issuance of this RFP.

4.0 REJECTION OF PROPOSALS The City may reject a proposal if:

- (a) Vendor misstates or conceals any material fact in the proposal.
- (b) Proposal does not strictly conform to the law or the requirements of the proposal.
- (c) Vendor is in arrears on existing contracts or taxes with the City of Laredo.
- (d) If proposals are conditional. Vendor may qualify their Proposal for acceptance by the City on an "ALL OR NONE" basis. An "ALL OR NONE" basis proposal must include all items in the specifications.
- (e) In the event that a vendor is delinquent in the payment of City of Laredo taxes on the day the proposals are opened, including state and local taxes, such fact may constitute grounds for rejection of the proposal or cancellation of the contract. A vendor is considered delinquent, regardless of any contract or agreed judgments to pay such delinquent taxes.

(f) No proposal submitted herein shall be considered, unless the vendor warrants that, upon execution of a contract with the City of Laredo, vendor will not engage in employment practices such as discriminating against employees because of race, color, sex, creed, or national origin. Vendor will submit such reports as the City may therefore require assuring compliance with said practices.

(g) The City may reject all proposals or any part of a proposal whenever it is deemed necessary.

(h) The City may waive any minor informalities or irregularities in any proposal.

5.0 WITHDRAWAL OF PROPOSALS Proposals may not be withdrawn after they have been publicly opened, unless approved by the City Council.

6.0 LATE PROPOSALS OR MODIFICATIONS Proposals and modifications received after the time set for the submittal deadline will not be considered. Late proposals will be returned to the vendor unopened.

7.0 CLARIFICATION AND PROTEST PROCEDURE

(a) It is the responsibility of the prospective proposer to review the entire invitation to proposal packet and to notify the City of Laredo if the specifications are formulated in a manner that appears ambiguous. Any request for clarification or additional information must be submitted in writing through email or Questions & Responses section on Cit-E-Bid system no later than seven (7) days prior to the scheduled date for opening to: CITY OF LAREDO PURCHASING AGENT Jaime Zapata, 5512 Thomas Avenue, Laredo, Texas 78041; email:

jezapata@ci.laredo.tx.us. Any vendor submitting questions shall make reference to a specific RFP number, section, page and item of this solicitation. Questions untimely submitted may not elicit a response. It is the bidder's responsibility to follow up and make certain that the request was received. In case there are changes, additions, and/or edits to the original scope, an addendum will be issued by the Purchasing Agent to all vendors through Cit-E-Bid system under Questions and Responses section to clarify any inquiries. The City will not be responsible for any other interpretations of the proposal During the RFP process, bidder, or any persons acting on their behalf, shall not contact any City official or employee staff except those specifically designated in this or another subsequent solicitation document. Pursuant to §4.03 of the City Ethics, non-compliance with this provision may result in disqualification of the offer involved.

(b) For solicitations for goods and non-professional services valued at more than \$50,000, bidders will have ten (10) calendar days prior to the time that the City Council formally considers the contract to submit a written protest relating to advertising of bid notices, deadlines, bid opening, and all other related procedures under the Local Government Code, as well as any protests relating to alleged improprieties or ambiguities in the specifications. If the vendor does not file a written protest within this time, the vendor will have waived all rights to formally protest the intent to award. All protests regarding the bid solicitation process must be submitted in writing by certified mail to: CITY OF LAREDO PURCHASING AGENT Jaime Zapata 5512 Thomas Avenue, Laredo, Texas 78041 ealdape@ci.laredo.tx.us Within five (5) business days of receiving a timely protest, the Purchasing Agent shall provide written response to the protesting vendor of the decision following a review of the legitimacy and procedural correctness of the procurement documents. A protesting vendor may appeal to the Laredo City Manager if dissatisfied with the decision of the Purchasing Agent. Only after exhausting all administrative procedures through the City Manager is a protesting vendor then entitled to appeal the award of the contract to the Laredo City Council.

8.0 VENDOR DISCOUNTS

(a) Percentage discounts within a certain period of time will be accepted but cannot be used in RFP evaluations. The period of the discount offered should be sufficient to permit payments within such period in the regular course of business by the City of Laredo.

(b) In connection with any discounts offered, time will be computed from the date of receipt of supplies or service or from the date a correct invoice is received, whichever is the later date. Payment is deemed to be made on the date the check is mailed.

9.0 INTENT OF CONTRACT

(a) **ANNUAL SERVICE CONTRACT:** The services are based on the best available information. The purpose of this contract is to establish prices for the commodities or services needed, should the City need to purchase these commodities or services. Since the quantities are estimates, the City may purchase more than the estimated quantities, less than the estimated quantities, or not purchase any quantities at all. The needs of the City shall govern the amount that is purchased and change orders shall not be applicable. The City's obligation for performance of an annual service contract beyond the current fiscal year is contingent upon the availability of appropriated funds from which payments for the contract purchases can be made. If no funds are appropriated and budgeted during the next fiscal year, this contract becomes null and void.

10.0 AWARD OF CONTRACT The contract will be awarded based on (**best value criteria**) as follow and in accordance with the provisions of Chapter 252 and 271 of the Texas Local Government Code.

Definition of best value criteria as per The Institute for Public Procurement is:

"Best Value: 1. A procurement method that emphasizes value over price. 2. An assessment of the return that can be achieved over the useful life of the item, e.g., the best combination of quality, service, time, price."

If the awarded responder is unable to meet the requirements of the City, services/products may be purchased from the next best available Vendor until a Vendor is found that can complete the requirements of the City. This RFP

shall not to be construed by any party as an agreement of any kind between the City and such party. The award of a contract shall be subject to the approval of the City Council. Following an award, City in its sole option may elect to negotiate a formal agreement with Vendor that will include by reference the terms of the RFP and related responses. In the event an Agreement cannot be reached with the selected Vendor, the City reserves the right to select and negotiate with an alternate Vendor. The City reserves the right to accept any item or group of items in the proposal specifications, unless the Vendor qualifies its proposal by specific limitation. The Vendor shall bear the burden of proof of compliance with the City of Laredo specifications. When applicable, prices must be quoted F.O.B. Destination, Laredo, Texas, unless otherwise specified in the invitation to proposal. The place of delivery shall be set forth in the purchase order and/or formal contract agreement when applicable. A duly authorized purchase order number shall reference item/services description, item number, quantity and price. Invoices shall reference the assigned purchase order number to avoid any duplication (2 CFR 200.318 (d)). The City shall give written notice to the Vendor if any of the following conditions exist:

(1) Vendor does not provide materials in compliance with specifications and/or within the time schedule specified in proposal; (2) Vendor neglects or refuses to remove materials or equipment which have been rejected by the City of Laredo if found not to comply with the specifications; or, (3) Vendor makes an unauthorized assignment. Upon receiving written notification from the City that one of the above conditions has occurred, the Vendor must remedy the problem within seven (7) business days, to the complete satisfaction of the City, or the contract will be immediately canceled. (4) Contract terms are the responsibility of the awarded vendor(s) and the respective City user department(s).

11.0 ENTIRE AGREEMENT

(a) All covenants, conditions and agreement contained in the solicitation, are hereby made part of the Agreement to the same extent and with the force as is fully set forth herein. If and to the extent of this Agreement and the terms of this solicitation and supplier response conflict Terms & Conditions of this solicitation shall control.

12.0 PAYMENT & INVOICING

(a) All invoices to the City of Laredo have a 30 day term from receipt of supplies or completion of services.

(b) Discount terms will be computed from the date of receipt and acceptance of supplies or services. Payment shall be deemed to be made from that date.

(c) All invoices must show the purchase order number and invoices shall be legible. Items billed on invoices should be specific as to applicable stock, manufacturer catalog or part number. All items must show unit prices. If prices are based on discounts from list, then list prices must appear on bid schedule. All invoices shall be mailed to the Accounts Payable Office, City Hall, P.O. Box 210, Laredo, Texas 78042. (d) Electronic Funds Transfer (EFT) payments are also available; if electronic payments are preferred, an Electronic Funds Transfer (EFT) Authorization form needs to be completed and returned via e-mail to: jjolly@ci.laredo.tx.us For more information please contact Mr. Jorge Jolly, Accounts Payable Manager at (956) 791-7425.

13.0 In accordance to State of Texas, the City of Laredo follows State practices when awarding any and all competitive solicitations:

TEXAS ENGINEERING AND LAND SURVEYING PRACTICE ACTS AND RULES CONCERNING PRACTICE AND LICENSURE

OCCUPATIONS CODE TITLE 6. REGULATION OF ENGINEERING, ARCHITECTURE, LAND SURVEYING, AND RELATED PRACTICES SUBTITLE A. REGULATION OF ENGINEERING AND RELATED PRACTICES CHAPTER 1001. TEXAS BOARD OF PROFESSIONAL ENGINEERS AND LAND SURVEYORS

CHAPTER 137: COMPLIANCE AND PROFESSIONALISM

SUBCHAPTER C: PROFESSIONAL CONDUCT AND ETHICS

§137.53 ENGINEER STANDARDS OF COMPLIANCE WITH PROFESSIONAL SERVICES PROCUREMENT ACT

(a) A licensed engineer shall not submit or request, orally or in writing, a competitive bid to perform professional engineering services for a governmental entity unless specifically authorized by state law and shall report to the board any requests from governmental entities and/or their representatives that request a bid or cost and/or pricing information or any other information from which pricing or cost can be derived prior to selection based on demonstrated competence and qualifications to perform the services. (b) For the purposes of this section, competitive bidding to perform engineering services includes, but is not limited to, the submission of any monetary cost information in the initial step of selecting qualified engineers. Cost information or other information from which cost can be derived must not be submitted until the second step of negotiating a contract at a fair and reasonable cost. (c) This section does not prohibit competitive bidding in the private sector. Source Note: The provisions of this §137.53 adopted to be effective May 20, 2004, 29 TexReg 4878; amended to be effective June 4, 2007, 32 TexReg 2996.

I Agree to the Terms and Conditions

4 4	<p>Section I: Experience of Firm (30 Points)</p> <p>Section I: Experience of Firm (30 Points)</p> <p>Experience with Federal Grants (10 pts) Demonstrated experience researching, applying for, and administering federal water and wastewater grants (e.g., EPA, USDA-RD, TWDB SRF programs, FEMA, EDA, DOE).</p> <p>Experience with State/Regional/Philanthropic Programs (5 pts) Experience securing and administering funding through Texas and regional programs relevant to utilities (e.g., TWDB, TCEQ, TDEM, Texas Department of Agriculture, other state and regional programs).</p> <p>Experience with Similar Project Types (5 pts) Experience in drinking water, wastewater, and related infrastructure projects, including planning, design, construction, rehabilitation, and regulatory compliance.</p> <p>References and Past Clients (10 pts) Quality of references from current or past clients, particularly Texas utilities, municipalities, or public agencies.</p> <p>***Documentation shall uploaded onto Cit-E-Bid***</p> <p><input checked="" type="checkbox"/> Yes</p>
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4 5	<p>Section II: Prior Work Performance (30 Points)</p> <p>Section II: Prior Work Performance (30 Points)</p> <p>Timeliness and Responsiveness (10 pts) History of submitting applications, reports, and deliverables on time and responsiveness to client requests.</p> <p>Quality of Work (10 pts) Clarity, organization, and completeness of prior grant applications and administrative work products; demonstrated understanding of grant requirements and compliance.</p> <p>Grant Success and Compliance Record (10 pts) Track record of grant awards, successful project delivery, and low incidence of monitoring findings or audit issues.</p> <p>***Documentation shall uploaded onto Cit-E-Bid***</p> <p><input checked="" type="checkbox"/> Yes</p>
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4 6	<p>Section III: Capacity to Perform. (20 Points)</p> <p>Section III: Capacity to Perform. (20 Points)</p> <p>Qualifications and Experience of Key Staff (8 pts) Education, certifications, and relevant experience of proposed team members (grant managers, writers, compliance staff), especially for water and wastewater projects.</p> <p>Staffing Levels and Workload (4 pts) Demonstrated capacity to begin work promptly and manage multiple concurrent assignments.</p> <p>Quality of Proposal and Work Plan (4 pts) Clarity, organization, and completeness of the proposal; reasonableness of the proposed approach and work plan.</p> <p>Understanding of Local and Regional Context (4 pts) Demonstrated familiarity with border communities, South Texas regional issues, and the regulatory and funding environment relevant to the City of Laredo.</p> <p>***Documentation shall uploaded onto Cit-E-Bid****</p> <p><input checked="" type="checkbox"/> Yes</p>
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4 7	<p>Section IV: Cost Proposal. (20 Points)</p> <p>Section IV: Cost Proposal. (20 Points)</p> <p>Grant Research: hourly rates by staff role.</p> <p>Grant Applications: flat fee per application or per application type/complexity.</p> <p>Grant Administration: percentage of award and/or hourly structure with a clear explanation of when each applies.</p> <p>Service Categories and Compensation Respondents shall structure their cost proposals around the following service categories and complete the Cost Proposal Form (Exhibit A).</p> <p>Grant Research Services (Hourly)</p> <p>Billed on an hourly basis.</p> <p>Proposers shall provide hourly rates for all personnel reasonably anticipated to perform research tasks (e.g., project manager, senior grant specialist, analyst, compliance staff, support staff).</p>
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Hourly rates must be fully burdened and include overhead and profit.

Research work will typically be assigned via task orders with a not-to-exceeding amount.

Grant Application Services (Flat Fee per Application)

Billed as a flat fee per application. Proposers may propose flat fees by application type or complexity (e.g., small planning grant, medium construction grant, large multi-phase project) and must clearly describe the basis.

The flat fee shall cover all labor needed to prepare and finalize a complete and compliant grant application, excluding separately procured technical services (e.g., engineering design, environmental reports).

Grant Administration Services (Percentage and/or Hourly)

May be billed as:

Percentage of the grant amount awarded, where allowed by the funding agency; and/or
An hourly rate structure when a percentage-based fee is not allowed or not preferred.

Proposers shall clearly identify proposed percentage rates and conditions and provide hourly rates for administration and compliance staff.

General Cost Requirements

All proposed costs must be necessary, reasonable, and allowable under applicable federal and state regulations, including 2 CFR Part 200.

Proposers shall disclose any reimbursable expenses (if allowed) and how they will be billed, as well as any assumptions, exclusions, or special conditions.

The Department reserves the right to negotiate pricing and to structure task orders to ensure best value and compliance with funding agency requirements.

*****Documentation shall uploaded onto Cit-E-Bid*****

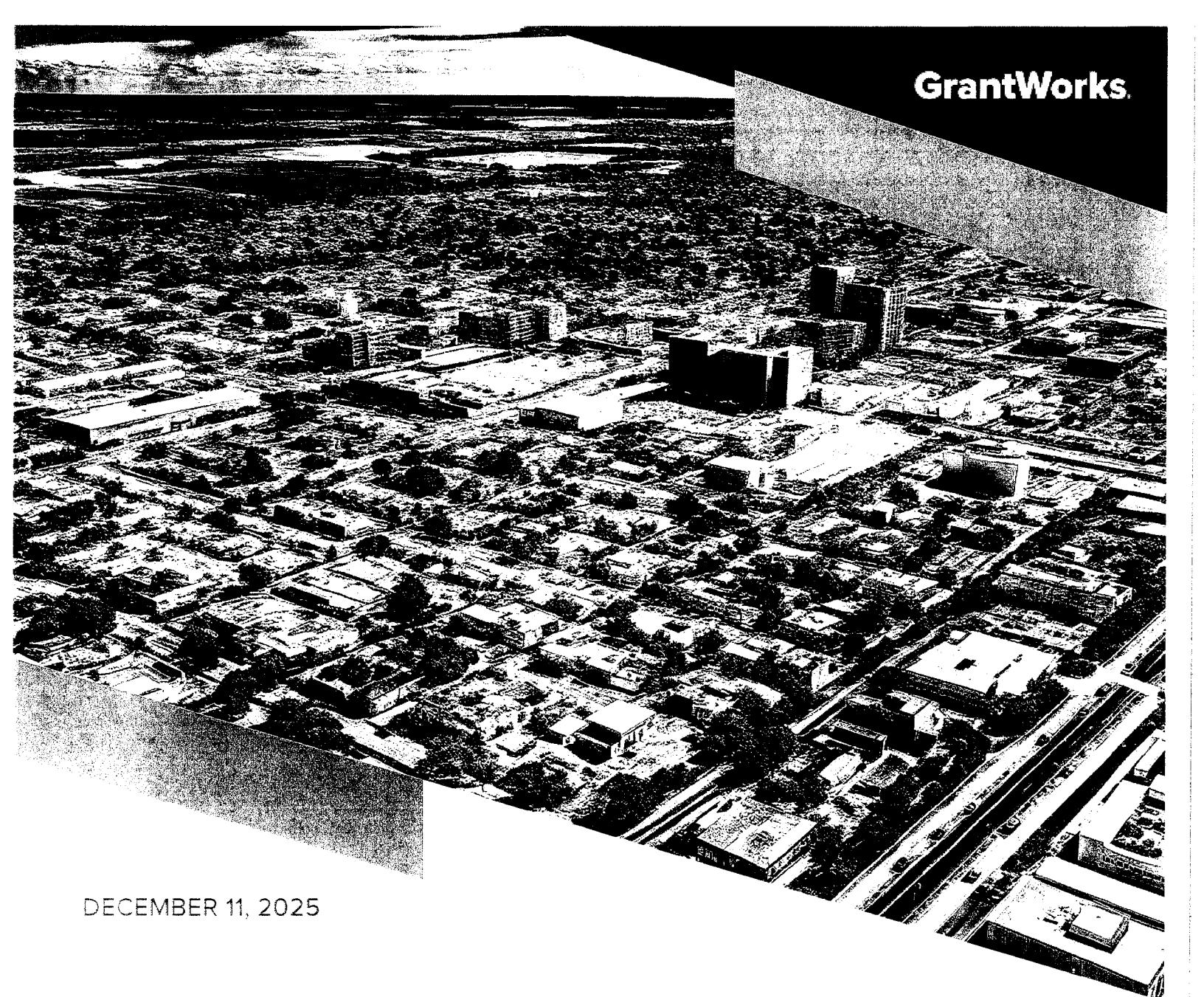
Yes

**4
8**

Addendum # 1 Acknowledgment

Revised RFP 2026-021 Proposal

Acknowledgement



GrantWorks.

DECEMBER 11, 2025

**GRANT RESEARCH,
APPLICATION PREPARATION,
& GRANT ADMINISTRATION**

Proposed Program
Grant Research,
Application Preparation,
& Grant Administration

DECEMBER 11, 2025

Grant

***Proposal Disclaimer:** The information in this proposal, including certain marks, symbols, and trade names, is confidential and proprietary to Grant Research, Inc. Such information is confidential as a matter of law pursuant to Chapter 552, Florida Statutes. It is the intent of the proposer that the information contained in this proposal be used only for the purpose of evaluating the proposal and that it be returned to the Office of the Attorney General's Open Records Division or destroyed if information is no longer needed.*



Bruce J. Spitzengel

President:

Cell: 713-252-5872

Email: bruce@grantworks.net

December 11, 2025

Mario I. Maldonado Jr.
City Secretary
City of Laredo
City Hall – Third Floor
1110 Houston Street
Laredo, Texas 78040

Subject: City of Laredo Utilities Department, Texas Request for Proposal (RFP No. 2026-021): Grant Research, Application Preparation, and Grant Administration Services

Dear Mr. Maldonado:

GrantWorks, Inc. is pleased to submit this proposal to provide comprehensive Grant Research, Application Preparation, and Grant Administration services to the City of Laredo Utilities Department. With more than four decades of experience supporting Texas communities, GrantWorks understands the scale and importance of the City's ongoing water, wastewater, and community infrastructure initiatives, and the need for a strategic partner who can help secure and manage external funding to advance these priorities.

The City of Laredo Utilities Department is undertaking major capital, rehabilitation, and regulatory compliance efforts aimed at improving drinking water and wastewater systems for current and future residents. GrantWorks recognizes the City's commitment to identifying diverse funding sources that can reduce financial burdens on ratepayers while accelerating needed infrastructure investments. Our proposed approach fully aligns with the City's mission and scope of work. Our approach is designed to provide end-to-end support, from proactive funding identification to competitive grant applications and compliant post-award management.

GrantWorks offers a strategic, data-driven model for grant research that combines continuous monitoring, eligibility analysis, and alignment with the City's master plans, Capital Improvement Plan (CIP) priorities, and operational needs. Our team will work closely with City staff to maintain a dynamic, comprehensive grant funding pipeline that identifies realistic, high-value opportunities across federal, state, regional, and philanthropic sources. Through ongoing collaboration and clear communication, we will ensure that the City remains informed and well-positioned for emerging funding opportunities throughout the term of the agreement.

GrantWorks has experience successfully managing thousands of complex infrastructure projects that require coordination across multiple federal funding programs, including those under the Federal Emergency Management Agency (FEMA), the U.S. Department of Agriculture (USDA), the U.S. Economic Development Administration (EDA), the U.S. Environmental Protection Agency (EPA), and the U.S. Department of Housing and Urban Development (HUD). In addition, GrantWorks has successfully managed infrastructure projects funded across multiple state funding programs, including those under the Texas Department of Agriculture (TDA), the Texas Department of Transportation (TxDOT), the Texas Commission on Environmental Quality (TCEQ), the Texas Water Development Board (TWDB), the Texas Parks and Wildlife Department (TPWD), as well as other state and regional grant programs.

Proven Project Management Approach – Our approach emphasizes structured project oversight, proactive communication, and rigorous quality assurance/quality control (QA/QC). We will develop project-specific QA/QC plans, conduct multi-tiered document and field reviews, maintain audit-ready records, and implement clear corrective action procedures. By coordinating closely with City staff, contractors, and external agencies, GrantWorks ensures transparency, accountability, and timely issue resolution. Our communication strategy includes scheduled progress meetings, shared project tracking tools, and formal documentation of decisions, deliverables, and follow-up actions.

Accomplished Professional Grant Writers – Our dedicated team of 14 professional grant writers has a proven record of producing successful grant applications that routinely surpass average award rates. In the past six years, from 2019 to 2025, we have written over 710 infrastructure and community development-related grants, yielding our state and local government clients over 613 awards at a win rate of 86% and climbing, as we have many applications still under evaluation for award. Over our 46-year history, we have helped Texas communities manage over \$12 billion in federal and state grants.

An Exceptionally Qualified Support Team – GrantWorks 250+ grant professionals have experience in all aspects of federal and state grant research, writing, administration, and project management services. GrantWorks is prepared to provide both on-site support and remote technical expertise from our multidisciplinary team. We will oversee all phases of project delivery, including planning, design review, procurement, contract administration, construction oversight, grant compliance, and project closeout. Our team brings a proven ability to safeguard public funds, mitigate risks, and deliver measurable results while serving as an objective advisor that protects the City's interests.

In-House Project Delivery Support – In-house project delivery facilitates seamless and timely delivery. We have specialized teams in GIS/mapping, labor compliance, environmental services, procurement, construction management, and business technology that provide a strong foundation of expertise and allow our grant writers and administrators to focus on project implementation with confidence that project deliverables are executed to GrantWorks' exacting quality standards.

Advanced Grant Management Tools and Technology – GrantWorks uses proprietary grant management tools and technology, such as GW20/20®—our grant-specific project and data management platform—and detailed work plans have been vetted and refined across hundreds of successful projects. This specialized support will be used when working with the City to facilitate the delivery of consistent, efficient, and cost-effective integrated grant application and project implementation services.

Enduring Commitment to Client Service – GrantWorks' dedication to providing high-quality customer service is the cornerstone of the numerous long-standing relationships we enjoy with the communities we serve, and we extend this commitment to the City of Laredo.

Commitment to a Strong and Resilient Texas – GrantWorks supports state and local governments in securing and delivering wide-ranging grant-funded projects and programs that ultimately improve the quality of life across Texas. GrantWorks is invested in the Texas communities in which we live, work, and play.

GrantWorks is committed to providing responsive, compliant, and results-oriented project management services to the City of Laredo. We appreciate the opportunity to submit this proposal and look forward to collaborating with the City to ensure the successful delivery of its capital improvement and public infrastructure projects.

We appreciate your consideration of our firm.

Yours sincerely,

GRANTWORKS, INC.



Bruce J. Spitzengel

President

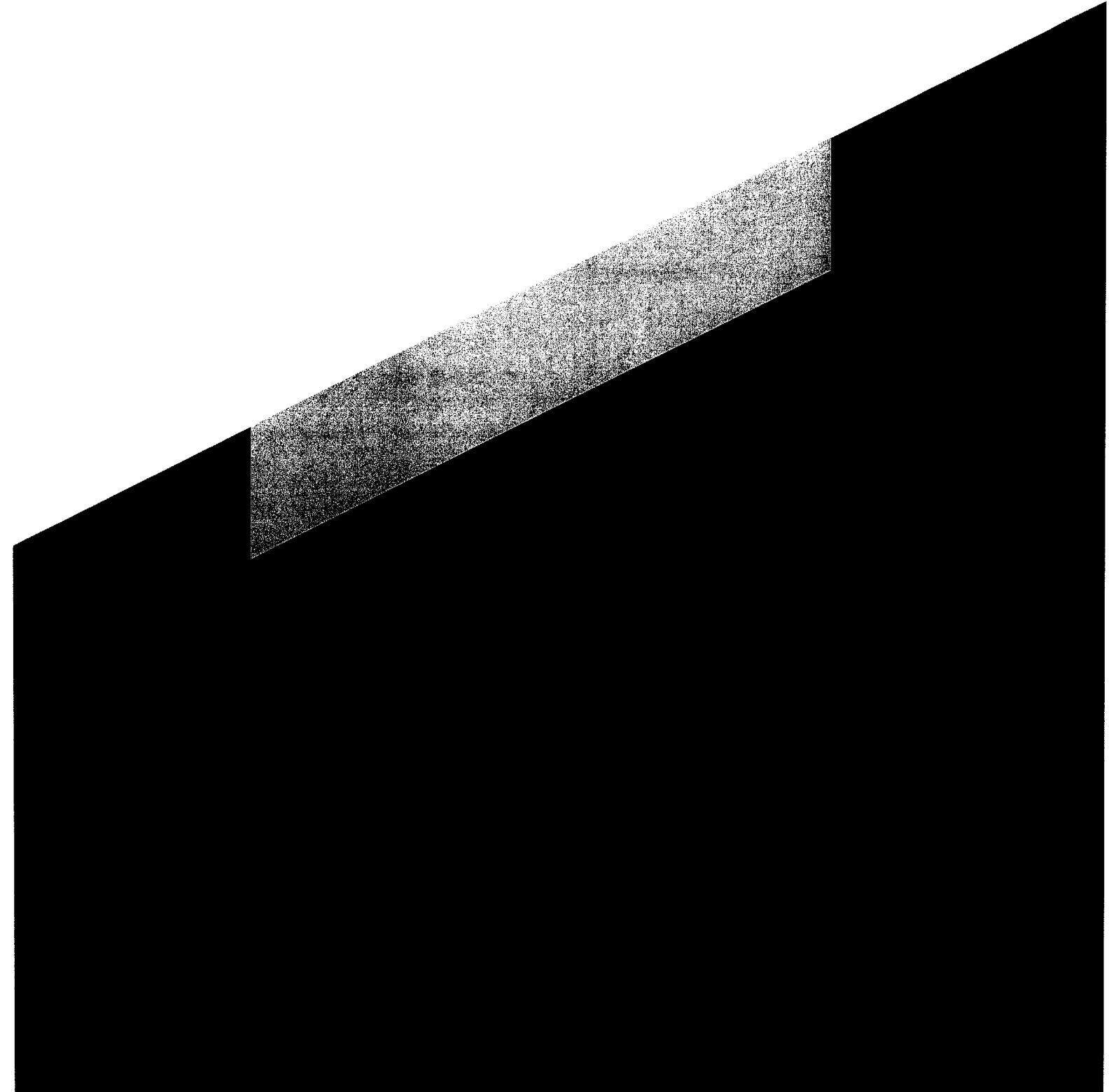
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EXPERIENCE OF THE FIRM

EXPERIENCE OF THE FIRM



SECTION 1 – EXPERIENCE OF THE FIRM

GrantWorks’ Experience

GrantWorks is well-equipped and deeply interested in continuing to support the City of Laredo with its grant research, grant writing, and management needs. Founded in 1979, we have a 46-year record of accomplishment helping hundreds of local governments manage over \$12 billion in federal and state grant-funded projects and programs that ultimately improve the quality of life in our nation’s communities.

Our experienced grant writers, grant specialists, and subject matter experts have extensive experience with wide-ranging federal and state grant funding entities. Our grant research, writing, and management experience includes Federal Emergency Management Agency (FEMA), U.S. Department of Housing and Urban Development (HUD), U.S. Economic Development Administration (EDA), U.S. Department of Agriculture (USDA), U.S. Environmental Protection Agency (EPA), and numerous Texas state agencies, including the Texas Commission on Environmental Quality (TCEQ), Texas Department of Agriculture (TDA), Texas Division of Emergency Management (TDEM), Texas General Land Office (GLO), Texas Department of Housing and Community Affairs (TDHCA), Texas Water Development Board (TWDB), among many others.

GrantWorks offers the City the experience and expertise of a firm that has successfully written, secured, and administered over 2,500 infrastructure, community development, community planning, economic development, public safety, parks and recreation, tourism, transportation, and historic buildings/downtown grants since 1983. In the past six years, from 2019 to 2025, we have written over 710 infrastructure and community development-related grants, yielding our state and local government clients over 613 awards at a win rate of 86% and climbing, as we have many applications still under evaluation for award.

Our organizational capabilities and multi-grant technical expertise make GrantWorks the ideal partner to help support the growing needs of your community. We look forward to having the opportunity to be of service to the City and contribute to making a positive impact on your community.

1.1.1 Comprehensive Grant Services

GrantWorks' goal is to build stronger, smarter, and more resilient communities. We accomplish this by helping local governments maximize the transformative potential of grant funding. GrantWorks was founded to help small and rural communities navigate the complex requirements and cumbersome paperwork associated with the federal grant process. We offer full-service grant writing through grant administration, encompassing the entire grant lifecycle from project development and application writing through planning, implementation, and fully compliant grant closeout (**Figure 1**).

GRANTWORKS COMPREHENSIVE SERVICES		
Funding Need Assessments	Grant Management	Contract Administration & Procurement
Grant Research	Stakeholder Engagement	Construction Management
Grant Writing	Policies & Procedures Review & Development	Labor Standards
Project Development & Scoping	IT Integration & Development	Compliance & Monitoring
Application Development	Financial Management	Records & Data Management
GIS/Mapping	Environmental Review & Clearance	Reporting
Project/Program Management	Acquisition	Audit & Closeout

Figure 1: The City will Benefit from GrantWorks' High-Quality and Efficient Grant Research, Writing, and Management Services

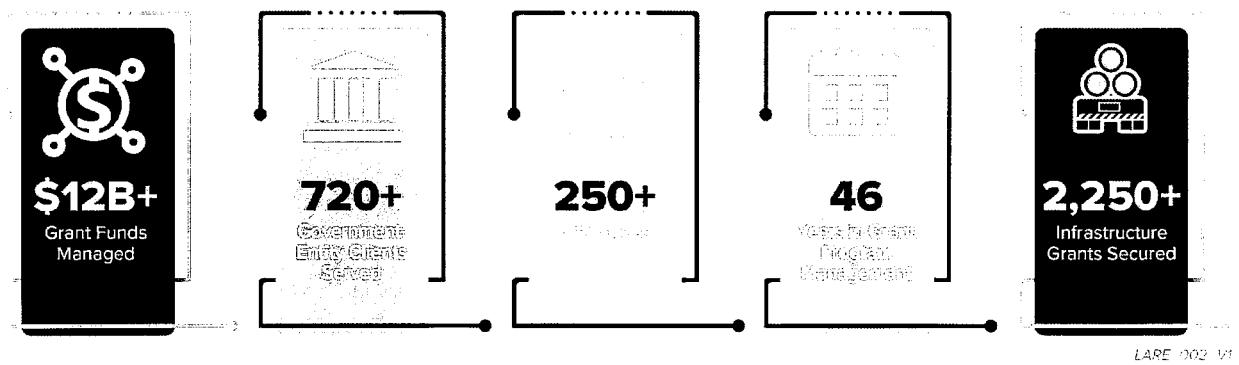


Figure 2: GrantWorks has Depth and Breadth of Experience to Assist the City with All Funding Sources and Project Types.

GrantWorks works side-by-side with communities to help fund and implement transformational programs that improve the quality of life in the areas where we live, work, and play. 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. We develop meaningful partnerships with our public-sector clients, always seeking collaborative and creative opportunities to solve complex community challenges.

1.1.2 A Strong Presence in Texas

GrantWorks maintains a deep and well-established presence across Texas, delivering community development solutions tailored to the unique needs of local governments. In the Rio Grande Valley alone, six GrantWorks staff members live and work in the region and can provide regular in-person support to the City of Laredo, including meetings, site visits, and community events.

Beyond the Valley, GrantWorks' statewide workforce of more than 250 professionals operate out of 79 strategically located field offices across East, Central, West, and North Texas. This extensive footprint ensures the City of Laredo benefits from localized expertise, rapid response capabilities, and seamless coordination with regional and state partners.



Figure 3: GrantWorks Office and Field Locations

1.1.3 Highly Qualified Team

GrantWorks offers the City access to 250+ full-time grant administration and technical assistance professionals with extensive federal and state grant experience. We believe in hiring and retaining skilled and experienced staff. More than 30% of our employees hold an advanced degree in relevant disciplines such as public administration, city planning, business administration, environmental science, engineering, and construction management. This experienced team includes former federal employees from HUD, FEMA, and numerous state-level agencies and local governments. At least 40% hold professional accreditations and certifications, as shown in **Figure 4**.



Figure 4: GrantWorks Staff Professional Accreditations and Certifications

Professional accreditations, certifications, and training ensure our staff are current on the latest state and federal regulatory guidance, industry standards, and best practices, enabling them to benefit the City with higher quality outcomes and enhanced customer satisfaction.

GrantWorks has a company-wide culture of continuous improvement demonstrated through regular team training, sponsored employee certification, and abundant employee opportunities for professional development and growth. Our staff also benefit from structured and informal peer-to-peer learning and coaching opportunities.

We are dedicated to maintaining program-specific expertise and providing ongoing education on the latest program guidance. Senior management puts extra time and effort into contextualizing regulatory and program requirements changes so the team fully understands programmatic implications. The GrantWorks Team can apply that knowledge confidently and effectively.

1.1.4 Proven Tools, Templates, and Technology

GrantWorks' proprietary operating platform—GW20/20®—ensures the City will enjoy sound data management, programmatic transparency, and a team focused on audit readiness. GrantWorks creates a customized GW20/20 interface for every project based on specific grant program requirements (**Figure 5**). Program and project data will be accessible to the GrantWorks Team through a secure, credential-based online dashboard providing comprehensive insight to track project data accurately and efficiently. GrantWorks will use GW20/20 to manage the City's grant programs. During the delivery of the projects, we will leverage GW20/20's powerful project management tools for program documentation, tracking, reporting, automation, and overall program administration.

GW 20/20 Grant Management Portal

GrantWorks offers technical assistance throughout the project life cycle as well as access to a customizable grant management portal system, GW 20/20, to simplify the complexities of project management

Figure 5: GW2020 – GrantWorks Proprietary Grant Management Operating Platform

1.1.5 In-House Project Support Services

Key to our ability to provide seamless and timely project delivery is our In-house Project Support Services team (**Figure 6**), which includes compliance specialists, GIS/mapping, environmental services, procurement, labor standards, URA/acquisition, construction oversight, draw requests, and business technology. This approach to project delivery promotes efficiency across our operations—allowing project managers and field teams to focus on technical and administrative grant complexities with confidence that deliverables will be executed to GrantWorks' exacting standards for quality.

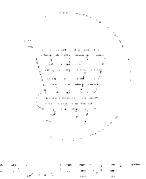
Figure 6: In-House Project Support Services

GEOGRAPHIC INFORMATION SYSTEMS/MAPPING



GrantWorks has an in-house team of GIS/Mapping Analysts who support a range of grant administration practices, including planning, application development, needs assessment, eligibility determination, impact analysis, LMI demography, and more. We have the internal capacity to produce sophisticated and meaningful maps, graphics, and analyses that interpret data in a spatial context in support of client and project goals. This team also produces city limits, land uses, zoning, and infrastructure maps. They conduct on-site fieldwork in communities, digitize and update existing paper maps, and create databases to consolidate client spatial information into a single system. GrantWorks will work with the City to determine the number and quality of maps needed.

PROCUREMENT



GrantWorks has a wealth of institutional and historical knowledge to ensure 2 CFR 200 compliance in procurement. Our project team will review existing procurement policies, advise, and guide grant-compliant procurement practices. Our in-house team of procurement specialists can lead the development of detailed bid packages that meet program specifications, comply with local, state, and federal requirements, and facilitate proposals from qualified contractors that are well-suited for the project type. GrantWorks has drawn from 46 years of successful procurement experience to assemble a library of bid documentation to secure various grant-relevant professional services, including construction,

Figure 6: In-House Project Support Services

architecture, engineering, environmental science, historic preservationists, specialized environmental, IT specialists, and other disciplines.

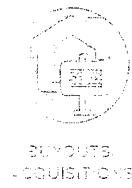
ENVIRONMENTAL SERVICES



ENVIRONMENTAL SERVICES

GrantWorks' Environmental Services team has performed thousands of environmental and historic preservation reviews for federally funded construction projects. Our capabilities include conducting environmental reviews (including determination of review level necessary), consultation with regulatory agencies, site visit(s), preparation and publication of public notices Finding of No Significant Impact (FONSI)/Request for Release of Funds (RROF) completion of FEMA/TDEM required EHP forms and supporting documentation, drafting responses to public comments, and coordination of advanced environmental services when needed. During the pre-award phase, GrantWorks will complete Preliminary Environmental and Historic Preservation reviews necessary to qualify projects under National Environmental Policy Act (NEPA) requirements. Post-award, our environmental team will monitor EHP compliance and provide ongoing support for any environmental/historical requirements not satisfied during the application process.

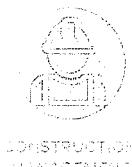
BUYOUTS & ACQUISITIONS



BUYOUTS & ACQUISITIONS

Our talented and experienced Buyouts & Acquisition team provides advanced expertise with federal buyout obligations, Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA), and program and case management best practices identified over hundreds of real property buyouts.

CONSTRUCTION MANAGEMENT



CONSTRUCTION MANAGEMENT

GrantWorks has curated a bench of subject matter experts to support project management teams with compliance assurance, contractor performance monitoring, problem-solving, and scope/budget modification when necessary. While project managers will perform most construction management activities, our construction managers provide an additional layer of expertise to ensure the smooth delivery of client projects.

LABOR STANDARDS



LABOR STANDARDS

GrantWorks has in-house resources to support Davis-Bacon and Related Acts (DBRA) requirements, with a dedicated team of experienced specialists who monitor employee payrolls, coordinate and analyze on-site employee interviews, and complete all required documentation and reporting.

COMMUNITY & STAKEHOLDER ENGAGEMENT



Many grant-funded activities require public input about and, more importantly, public acceptance of project goals and approaches. GrantWorks will coordinate and host at least one workshop to discuss community needs and determine goals and objectives during the planning process. We will also make at least one presentation to the local public official body, with a related final public hearing when the work is substantially complete. Our public meeting support services aim to facilitate a successful outcome for all.

GrantWorks is a division of **GrantWorks** Inc.

GrantWorks assists clients with grant research, application preparation, and grant administration services for various federal funding sources (**Figure 7**).

Figure 7: Federally Funded Grant Program Experience.



U.S. Department of Housing & Urban Development

- ▶ Community Development Block Grants (Infrastructure, Disaster Recovery, Mitigation)
- ▶ Coronavirus Aid, Relief, and Economic Security (CARES) Act
 - › CDBG Community Resiliency
 - › Emergency Rental Assistance
- ▶ HOME Investment Partnerships Program
- ▶ Community Project Funding Congressionally Directed Spending

Federal Emergency Management Agency

- ▶ Public Assistance
- ▶ Hazard Mitigation Assistance:
 - › Hazard Mitigation Grant Program (HMGIP)
 - › Building Resilient Infrastructure & Communities (BRIC)
 - › Flood Mitigation Assistance (FMA)

U.S. Department of Commerce, Economic Development Administration

- ▶ Public Works & Economic Adjustment Assistance
- ▶ Disaster Relief Supplemental
- ▶ American Rescue Plan Act of 2021/CARES Act



U.S. Department of Transportation

- ▶ Safe Streets and Roads for All (SS4A)
- ▶ Transportation Alternatives Program (TAP)
- ▶ Surface Transportation Block Grant Program (STBG)
- ▶ Rural Surface Transportation Grant Program
- ▶ Natural Gas Distribution Infrastructure Safety & Modernization Grant Program (NGDISM)
- ▶ Rebuilding American Infrastructure with Sustainability and Equity (RAISE)
- ▶ Community Project Funding Congressionally Directed Spending



U.S. Department of the Treasury

- ▶ American Rescue Plan Act (ARPA) of 2021
- ▶ Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States (RESTORE) Act



U.S. Department of Agriculture

- ▶ Rural Development Grant Assistance
- ▶ Natural Resources Conservation Services Fund (NRCS)
- ▶ Community Facilities Grant Program

Environmental Protection Agency

- ▶ Brownfield Grant Program
- ▶ Drinking Water State Revolving Fund
- ▶ Community Project Funding Congressionally Directed Spending

U.S. Department of Commerce, National Oceanic & Atmospheric Administration

- ▶ Coastal Management Program

U.S. Department of the Treasury Grant Programs

GrantWorks began offering administration and advisory services to municipalities awarded pandemic relief funding as soon as the first major economic stimulus bill, the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020, was signed into law on March 27, 2020. In anticipation of a broader federal response, GrantWorks' leadership began studying federal Coronavirus recovery planning and legislative activity. When Congress passed the American Rescue Plan Act (ARPA) of 2021, we were positioned and prepared to support state and local governments immediately. Today, GrantWorks is a leading provider of ARPA administration services.

- ▶ **American Rescue Plan Act of 2021 Program:** 200+ grants and administration contracts awarded by cities, counties, and state agencies, 1,600+ projects, \$1 billion in allocations managed.
- ▶ **RESTORE Act Program:** 4 projects, \$20.8 million.

U.S. Economic Development Administration Grant Programs

We have managed a wide range of EDA awards for both construction activities and non-construction projects, such as workforce development, small business loan programs, and disaster recovery and resilience planning focused on mitigating economic impacts. In recent years, we have administered over \$35.5 million in EDA-funded grants.

- ▶ Aransas County, TX: \$2,138,731 Workforce Development & Entrepreneurship Center
- ▶ City of Bay City, TX: \$1,400,000 Tenaris Manufacturing Facility Infrastructure Project
- ▶ City of Clarksville, TX: \$1,500,000 Publicly Owned Building & Land Project
- ▶ City of Copperas Cove, TX: \$4,175,000 Water, Sewage, & Roadway Infrastructure Improvements to Support Semiconductor Business Growth
- ▶ City of Corsicana, TX: \$500,000 Water & Sewer System Improvements Project
- ▶ City of Elgin, TX: \$6,157,874 Roy Rivers Road Extension to Elgin Business Parks
- ▶ City of Granbury, TX: \$1,845,000 Airport Perimeter Road
- ▶ City of Ingleside, TX: \$5,000,000 Construction of State Highway 200 (SH200) & the Emory Bellard Drainage Improvements Project
- ▶ City of Rockport, TX: \$8,700,000 Rockport Center of the Arts
- ▶ Kilgore Economic Development Corporation: \$2,500,000 Application for Synergy Park Phase 5
- ▶ City of Roma, TX: \$1,700,000 Las Americans Logistics & Industrial Park Infrastructure
- ▶ Legacy Institute for Financial Empowerment, Lufkin, TX: \$1,000,000 Technical Assistance for Facility Renovation & Expansion for Workforce Development Center
- ▶ St. Tammany Parish Corporation, LA: \$400,000 Northshore Regional Resiliency Collaborative
- ▶ St. Tammany Parish Corporation, LA: \$110,000 Regional Entrepreneurship and Equity Initiative
- ▶ City of San Angelo Development Corporation (COSADC), TX: \$125,000 Infrastructure Improvements to Expand City-Owned Business & Industrial Park
- ▶ City of San Angelo, TX: \$1,250,000 Concho Valley Regional Fire Training Center
- ▶ City of Vernon, TX: \$3,671,000 Water Supply Line Expansion

U.S. Environmental Protection Agency Grant Programs

- ▶ **Brownfield Site Assessment Grant Program:** 1 project, \$500,000 in funds managed
- ▶ **State and Tribal Assistance Grant Program, Drinking Water State Revolving Fund:** 1 project, \$1.95 million in funds managed

Multiple Federal Agencies Grant Programs

- ▶ **Community Project Fund Grant Programs:** 9 projects, \$18 million

GrantWorks has extensive expertise and success in securing funding and implementing projects funded from a broad range of state and federal grants. Below is a representative listing of this experience. On most of the projects listed below, GrantWorks provided grant writing and management services.

Texas Department of Agriculture Grant Programs

This HUD-funded program was designed to help small cities and rural communities provide decent housing, suitable living environments, and expanded economic opportunities by funding community projects such as infrastructure, disaster recovery, and local economic development projects. For its first 15 years in business, GrantWorks primarily focused on helping communities secure funding and implement projects through the HUD Small Cities Program. We continue to offer broad CDBG support, including application, administration, management, and planning services for a wide variety of HUD-funded, state-administered CDBG project types, including:

- ▶ **CDBG Infrastructure and Non-Rental Housing Program:** Funded and managed over 2,500 local government projects, including:
 - › **Community Development Fund:** 1,683+ projects funded, \$520+ million.
 - › **Main Street/Downtown Revitalization Program:** 100+ projects totaling over \$31 million.
 - › **Colonia Planning Fund:** 50+ projects completed, \$3+ million.
 - › **Disaster Relief Fund:** 125+ projects funded, \$35.6+ million.
 - › **Colonia Construction Fund:** 137+ projects, \$77.8+ million.
 - › **Texas Capital Fund (ED):** 115+ projects, \$61.4+ million.
 - › **Fire, Ambulance, and Services Truck (FAST) Program:** 20+ projects, \$11.4+ million.
 - › **Planning Grants:** 240+ projects funded, completed, or underway, \$10+ million.

Texas General Land Office

GrantWorks has managed \$12 billion in CDBG-DR and CDBG-MIT funding. This experience has honed our ability to guide clients in implementing meaningful projects and programs that facilitate disaster recovery, mitigation, and community resiliency. GrantWorks designs comprehensive solutions that effectively address community needs and is skilled at braiding CDBG-DR and CDBG-MIT resources with other funding streams to optimize the value of state and federal assistance.

- ▶ **CDBG-DR 2018 South Texas Floods and 2019 Lower Rio Grande Valley Floods Program:** State-level Housing Assistance and Reimbursement Programs in South Texas counties, \$79.9+ 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. Other projects under this program include:
 - › 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, \$3.2+ billion.
 - › State-level Housing Assistance Program and Resilient Housing Programs in the Coastal Bend Council of Governments, Golden Crescent Regional Planning Commission Regions, and multiple central Texas counties, \$565+ million.
- ▶ **CDBG-DR 2016 Floods Program:** 12+ local government projects funded, including multifamily and single-family housing, \$43 million.
- ▶ **CDBG-DR 2015 Floods Program:** 24+ local government projects funded, including multifamily and single-family housing, \$180+ million.
- ▶ **CDBG-DR Hurricane Ike/Dolly Rounds 1, 2.1, and 2.2 Infrastructure and Rental Housing Program:** 90+ local government projects funded, \$436 million. Projects include:

- › \$212 million City of Galveston infrastructure
- › \$155 million Galveston Housing Authority Multifamily Rebuild
- › \$26 million City of Houston Infrastructure
- › \$34 million Galveston Rental Housing Replacement Programs.

Texas Department of Housing & Community Affairs

GrantWorks has provided housing reconstruction and rehabilitation services through HUD's HOME Investment Partnerships Program since 1994. Our experience managing the rehabilitation and reconstruction of over 3,300 single-family homes has helped us develop and hone the comprehensive and cost-effective housing implementation strategies necessary to undertake grant-funded housing-related activities

- ▶ **Homeowner Rehabilitation Assistance (HRA) Program:**

- › 700+ contracts from cities, counties, and nonprofits for \$228+ million.
- › 3,300+ substandard houses rehabilitated or reconstructed.

- ▶ **Disaster Recovery Program:**

- › 15 contracts, \$4.76 million

- ▶ **Purchase with Disabilities (PWD) Program:**

- › 18 contracts, \$3.28 million

The Coronavirus Aid, Relief, and Economic Security (CARES) Act was a \$2.2 trillion economic stimulus bill that provided a wide range of support to help individuals, businesses, and communities respond to and recover from the impacts of COVID-19. The legislation included provisions for several state-administered funding programs ranging from mortgage, rent, and utility assistance to community funding for projects to improve access to social services and healthcare.

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

- ▶ **CARES Act Emergency Rental Assistance Programs (ERAP):** \$105 million (Subconsultant to Horne)

Texas Division of Emergency Management Grant Program

GrantWorks has 18 active Public Assistance contracts with 14 government entities to support disaster recovery and open or recently completed projects using \$98 million in FEMA funding. GrantWorks also has a talented team of Hazard Mitigation Grant Specialists and Planners experienced with grant writing and project implementation for a full range of FEMA Hazard Mitigation Assistance activities funded from the Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA), and Building Resilient Infrastructure and Communities (BRIC) grants.

- ▶ **FEMA Public Assistance (PA):** 18 Hurricane Harvey contracts, \$98+ million.

- ▶ **FEMA Hazard Mitigation:**

- › Homeowner Elevations and Reconstructions: 4 projects, \$65+ million.
- › Hazard Mitigation Plans: 34+ projects, 150+ participating entities, \$3.4 million.
- › Critical Facility Generators: 31+ projects, \$12.1+ million.
- › Warning Sirens: 8 contracts, \$430K.
- › Community Safe Rooms: 3 projects, \$6.8+ million.
- › Infrastructure/Drainage Improvements: 2 projects, \$3.3 million.

- ▶ **FEMA Standby/Task Order Contracts:**

- › Flamingo Isles Municipal Utility District, Hitchcock, TX: FEMA PA Standby Contract
- › City of Galveston, TX: FEMA PA, HMA, BRIC Standby Contract
- › Jeff Davis County, TX: FEMA PA Standby Contract
- › Refugio County, TX: FEMA PA Standby Contract

Texas Department of Transportation Grant Programs

- ▶ **2020 County Transportation Infrastructure Fund:** 400 individual projects for 36 clients, \$83 million.

- ▶ **2014 County Transportation Infrastructure Fund:** 36 projects funded, \$70.7 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.
- ▶ **Pipeline & Hazardous Materials Safety Administration (PHMSA), Natural Gas Distribution Infrastructure Safety & Modernization (NGDISM) Grants:** 10 projects, \$22 million

Texas Parks & Wildlife Department Grant Programs

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

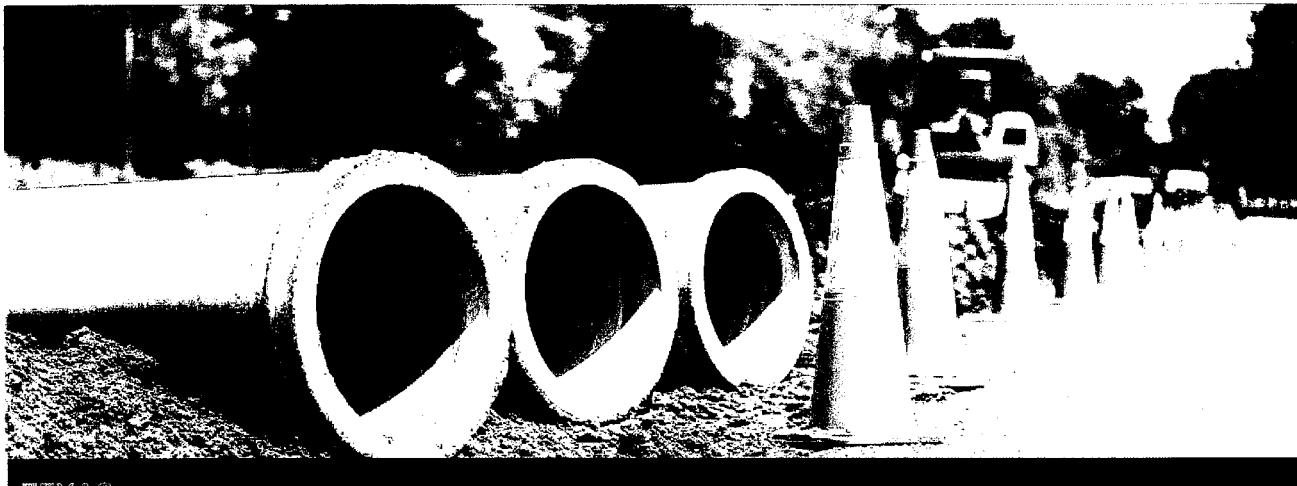
Texas Water Development Board Grant Programs

- ▶ **Flood Infrastructure Fund Program:** 7 projects funded, \$5.8 million
- ▶ **Clean Water State Revolving Fund Program:** 1 project funded, \$59.4 million
- ▶ **Drinking Water State Revolving Fund Program:** 1 project, \$110,000
- ▶ **Economically Distressed Area Program:** 1 project funded, \$1 million.

Experience with Similar Programs

For each of the individual projects listed below, the GrantWorks Team has provided detailed project descriptions on the following pages. These projects cover the City of Laredo's scope of work, including project management and oversight, owner's representation, contract administration, grant management and compliance, and general planning support.

- ▶ Texas Department of Agriculture, Texas Community Development Block Grant Program: Water Improvement Project, City of El Cenizo, Texas
- ▶ Texas Department of Agriculture, Texas Community Development Block Grant Program: First-Time Wastewater and Water Service Improvements, Jim Hogg County, Texas
- ▶ Texas Department of Agriculture, Texas Community Development Block Grant Program, Colonia Fund Construction: Water and Street Improvement Project, Jim Hogg County, Texas
- ▶ Texas Department of Agriculture, Texas Community Development Block Grant Program: Wastewater Treatment Plant Clarifier Rehabilitation, City of Natalia, Texas
- ▶ Texas Water Development Board, Clean Water State Revolving Fund, Economically Distressed Area Fund, and Texas Department of Agriculture TxCDBG Colonia Construction Fund: East Kerr County/Center Point Wastewater Collection System, Kerr County, Texas
- ▶ Texas Water Development Board, Flood Infrastructure Fund Grant Program: Drainage and Flood Mitigation Program, Willacy County, Texas
- ▶ U.S. Economic Development Administration, Economic Adjustment Assistance Grant Program: Water Line Expansion, City of Vernon, Texas
- ▶ U.S. Economic Development Administration, Economic Adjustment Assistance, FY2023 Disaster Supplement Program: Water, Sewage, and Roadway Infrastructure Improvements to IH-14 Corridor, City of Copperas Cove, Texas
- ▶ U.S. Department of Housing and Urban Development, Community Project Fund: South Side Water Main and Fire Hydrant Improvements, City of Jacinto City, Texas
- ▶ U.S. Department of Housing and Urban Development, Community Development Block Grant: On-Call Grant Administration and Technical Assistance Services for HUD-Funded CDBG Projects, Brazoria County, Texas
- ▶ U.S. Environmental Protection Agency, State and Tribal Assistance Grant Program, Clean Water State Revolving Fund: Northwest Water Main and Fire Hydrant Improvements, City of Jacinto City, Texas
- ▶ U.S. Environmental Protection Agency, Brownfield Site Assessment Grant Program: Grogan Street Nursing Home Cleanup, City of Hamilton, Texas
- ▶ Texas Commission on Environmental Quality, RESTORE Act Program: Lower San Bernard River Ecosystem Restoration Project, Brazoria County, Texas
- ▶ Texas Commission on Environmental Quality, RESTORE Act Program: Quintana Beach Public Fishing Pier Project, Brazoria County, Texas



TEXAS DEPARTMENT OF AGRICULTURE, TEXAS COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM: WATER IMPROVEMENT PROJECT, CITY OF EL CENIZO, TEXAS

THE CHALLENGE

The City of El Cenizo faced persistent issues with its aging and undersized water distribution system, including low pressure, frequent service disruptions, and deteriorating lines that no longer met modern performance or water quality expectations. These deficiencies posed risks to public health, limited system reliability, and placed a strain on local resources in a small border community with limited technical and financial capacity. Coordination with Webb County was also essential, as the County oversees regional environmental review responsibilities and supports colonia and small-community infrastructure needs.

THE SOLUTION

The City engaged GrantWorks to provide comprehensive CDBG grant writing, administration, compliance oversight, and project management support. GrantWorks coordinated permitting, environmental review, procurement, construction oversight, and reporting while ensuring alignment with Webb County's regulatory responsibilities and regional priorities. The project replaced failing and undersized water mains with 874 linear feet of 24- and 30-inch reinforced concrete pipes, installed new service connections, and upgraded system components to restore compliant, reliable service on Rodriguez Street, from west of Emy Street to Espejo Molina Road. Collaboration with Webb County strengthened implementation by streamlining environmental compliance and reinforcing cross-jurisdictional support for essential infrastructure.

THE RESULT

The Water Improvements Project delivered a modernized and more resilient water system that provides consistent pressure, reduces service outages, and improves overall water quality for El Cenizo residents. The upgrades enhanced operational efficiency, decreased maintenance burdens, and advanced the community's long-term public health and safety. The partnership among the City, TDA, Webb County, and GrantWorks ensured the project met all CDBG requirements. It maximized the impact of state and federal funding, ultimately improving the quality of life for families in this historically underserved border community.

CLIENT:

City of El Cenizo, Texas

GRANT PROGRAM:

Texas Community Development Block Grant Program
Administered by the Texas Department of Agriculture

GRANT AMOUNT:

\$275,000

PROJECT DATES:

November 2018 – October 2020

RELEVANT SERVICES:

- Grant Administration
- Project Management
- Technical Assistance
- Financial Management
- Environmental Review & Clearance
- Procurement
- Recordkeeping & Data Management
- Reporting
- Construction Management
- Labor Standards Monitoring
- Quality Assurance
- Compliance
- Auditing & Monitoring
- Project Closeout



TEXAS

TEXAS DEPARTMENT OF AGRICULTURE, TEXAS COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM: FIRST-TIME WASTEWATER AND WATER SERVICE IMPROVEMENTS, JIM HOGG COUNTY, TEXAS

THE CHALLENGE

Jim Hogg County faced a critical public health issue in the Hebbronville Colonia: several households lacked access to sewer service, relying on failing septic systems that posed contamination risks. The project required first-time wastewater connections and system improvements along Ramirez Lane, including installation of a lift station, sewer lines, and household service lines. Key challenges included:

- ▶ **Acquisition Hurdles** – Securing the easement for the lift station and verifying property ownership were complicated by limited data from the County Appraisal District.
- ▶ **Community Engagement** – Coordinating first-time connections required close cooperation with homeowners unfamiliar with the process.
- ▶ **Timeline Constraints** – Initial project delays threatened the original contract end date of January 31, 2022, requiring careful management and a state contract extension.

THE SOLUTION

As the grant administrator, GrantWorks implemented a coordinated, proactive approach to overcome these challenges:

- ▶ **Local Expertise and Outreach** – Our Client Services Specialist, a Hebbronville resident with established relationships in the community, conducted in-person visits with property owners and the appraisal district to verify ownership, obtain signatures, and facilitate easement acquisition.
- ▶ **Redesigned Project Coordination** – GrantWorks worked closely with the County and the project engineer to sequence construction and household connections efficiently, ensuring first-time sewer service could be provided to ten households without compromising compliance or quality.
- ▶ **Transparent Communication** – The Project Manager provided weekly email updates and in-person meetings with the County Judge, staff, and project engineer to track progress, review delays, and ensure alignment with TxCDBG requirements.

CLIENT:

Jim Hogg County, Texas

GRANT PROGRAM:

Texas Community Development Block Grant Program
Administered by the Texas Department of Agriculture

GRANT AMOUNT:

\$391,666 Grant + \$19,584 Match

PROJECT DATES:

February 2020 – January 2022

RELEVANT SERVICES:

- Grant Administration
- Project Management
- Technical Assistance
- Financial Management
- Environmental Review & Clearance
- Procurement
- Recordkeeping & Data Management
- Reporting
- Construction Management
- Labor Standards Monitoring
- Quality Assurance
- Compliance
- Auditing & Monitoring
- Project Closeout

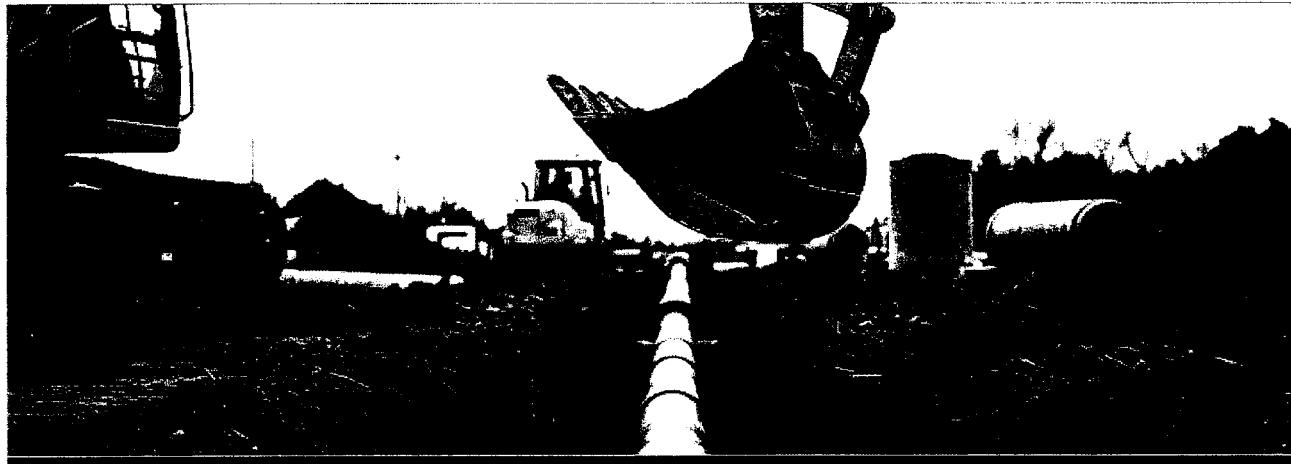
Time Extension Management – GrantWorks coordinated and justified a TDA-approved contract extension to September 30, 2022, allowing sufficient time to complete the full scope of work.

THE RESULTS

The project was completed successfully within the approved extended timeline, achieving all goals while enhancing public health and infrastructure:

- ▶ **First-time Wastewater Access** – Ten households received safe, reliable sewer service, eliminating potential contamination from failing septic systems.
- ▶ **Infrastructure Improvements** – Installed one lift station, 1,050 LF of 8-inch sewer line, 1,250 LF of 4-inch force main, manholes, electrical improvements, pavement repair, and all associated appurtenances. Ten-yard service lines were connected to households, and existing septic systems were properly mitigated.
- ▶ **Community Trust and Client Satisfaction** – The proactive efforts of GrantWorks, particularly the on-the-ground work, strengthened the County's trust in GrantWorks. The County expressed satisfaction with project administration and outcomes.
- ▶ **Compliance and Fund Management** – All project activities adhered to TxCDBG program requirements, and the project successfully navigated acquisition challenges without jeopardizing grant funds.

Through effective oversight, local engagement, and responsive project management, GrantWorks ensured that Jim Hogg County delivered a high-impact wastewater project that improved public health, infrastructure reliability, and community confidence.



TEXAS

TEXAS DEPARTMENT OF AGRICULTURE, TEXAS COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM, COLONIA FUND CONSTRUCTION: WATER AND STREET IMPROVEMENT PROJECT, JIM HOGG COUNTY, TEXAS

THE CHALLENGE

Jim Hogg County sought TxCDBG Colonia Construction funding to address long-standing water, street, and drainage deficiencies in colonia areas, including deteriorated roadways, inadequate stormwater conveyance, and aging water infrastructure. The original project design included water improvements and multiple drainage improvement sites; however, significant right-of-way acquisition issues emerged at two drainage sites. Despite extensive attempts, negotiations with landowners were unsuccessful. These acquisition challenges jeopardized the County's ability to complete the full scope of work, threatened delays that could impact grant deadlines, and risked the potential loss (de-obligation) of grant funds.

THE SOLUTION

As Grant Administrator, GrantWorks led a coordinated, proactive approach to maintain project momentum and compliance with TxCDBG requirements. GrantWorks maintained transparent, consistent communication with the County, project engineer, TDA, and the construction contractor through multiple channels and in-person visits at key stages, including project launch and preconstruction conferences.

The Project Manager used local support during the acquisition process to assist with outreach, community engagement, and coordination within the project area. When acquisition failed at two drainage improvement locations, GrantWorks worked closely with the County, TDA, and the engineer to redesign the projects. The drainage sites were reclassified as street improvement activities that still effectively addressed the flooding and drainage concerns. GrantWorks prepared and secured a Performance Statement amendment, allowing the revised scope to remain eligible under TxCDBG guidelines.

In addition, GrantWorks ensured all grant funds were fully used, recommending a final budget modification that prevented the de-obligation of remaining funds. A minor construction cost overrun was identified and resolved, with the County covering the additional cost to complete the project. GrantWorks also coordinated a grant time extension

CLIENT:

Jim Hogg County, Texas

GRANT PROGRAM:

TxCDBG Grant Program, Colonia Fund Construction Administered by the Texas Department of Agriculture

GRANT AMOUNT:

\$873,884 Grant + \$26,216 Match

PROJECT DATES:

February 2023 – September 2025

RELEVANT SERVICES:

- Grant Writing
- Application Preparation
- Grant Administration
- Project Management
- Technical Assistance
- Financial Management
- Environmental Review & Clearance
- Procurement
- Recordkeeping & Data Management
- Reporting
- Construction Management
- Labor Standards Monitoring
- Quality Assurance
- Compliance
- Auditing & Monitoring
- Project Closeout

approved by TDA, ensuring the County had adequate time to complete the redesigned construction activities.

THE RESULTS

Despite early acquisition obstacles, the project was fully completed within the extended timeline and all grant funds were successfully expended. The improvements delivered substantial benefits to colonia residents:

Water System Upgrade: Installation of 2,160 LF of new 8-inch water line, fire hydrants, valves, service reconnections, and supporting appurtenances, improving system reliability and fire protection along S. Maria Street.

Street & Drainage Improvements: Reconstruction of 2,160 LF of roadway on S. Maria Street with caliche base, prime coat, and 2-inch hot-mix asphalt. Installation of reinforced concrete pavement, slotted curb, toe ditches, two low-water crossings, and targeted grading on E. Carolyn Street, N. Pine Avenue, E. Draper Street, and S. Cedar Avenue. These improvements addressed persistent drainage issues while enhancing roadway safety and drivability.

Full Compliance & Successful Closeout: The County avoided loss of funds and achieved full completion of the modified project scope. The project improved water reliability, enhanced street conditions, reduced flooding impacts, and ultimately improved the quality of life for low- to moderate-income residents in the project area.

Through effective oversight, coordination, and problem-solving, GrantWorks ensured that Jim Hogg County successfully delivered a redesigned, compliant, and community-benefiting project under this grant.



TEXAS DEPARTMENT OF AGRICULTURE, TEXAS COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM: 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 aged and deteriorated, 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 recoating 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 RESULT

GrantWorks delivered this project 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 the 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 was 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. THC removed the survey requirement, mitigating delays in project delivery.

CLIENT:

City of Natalia, Texas

GRANT PROGRAM:

Texas Community Development Block Grant Program
Administered by the Texas Department of Agriculture

GRANT AMOUNT:

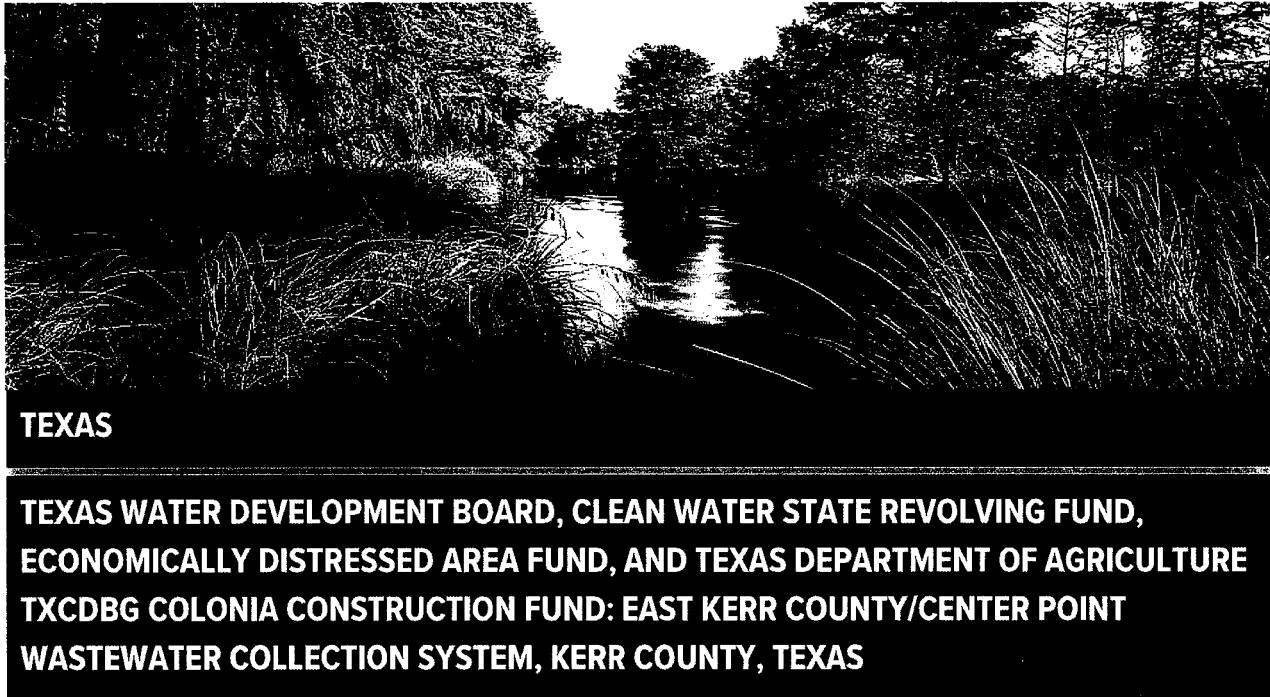
\$275,000 Grant + \$13,750 Match

PROJECT DATES:

January 2020 – September 2022

RELEVANT SERVICES:

- Grant Administration
- Project Management
- Technical Assistance
- Financial Management
- Environmental Review & Clearance
- Procurement
- Recordkeeping & Data Management
- Reporting
- Construction Management
- Labor Standards Monitoring
- Quality Assurance
- Compliance
- Auditing & Monitoring
- Project Closeout



TEXAS

TEXAS WATER DEVELOPMENT BOARD, CLEAN WATER STATE REVOLVING FUND, ECONOMICALLY DISTRESSED AREA FUND, AND TEXAS DEPARTMENT OF AGRICULTURE TXCDBG COLONIA CONSTRUCTION FUND: EAST KERR COUNTY/CENTER POINT WASTEWATER COLLECTION SYSTEM, KERR COUNTY, TEXAS

THE CHALLENGE

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

GrantWorks assisted Kerr County in obtaining the TWDB Clean Water State Revolving Fund, Economically Disadvantaged Area Fund (EDAP) Fund, and Texas Department of Agriculture Community Development Block Grant, Colonia Fund: Construction project funding. The County is using the funds to construct a new \$59 million wastewater collection system. The scope of the project includes 27.3 miles of new sewer lines, 11 new lift stations, six miles of force mains, and will provide up to 900 service connections when completed.

Phase 1 of the project started with upgrading the Comfort Wastewater Treatment Plant to handle the additional load that will arrive from the new system. The treatment plant is about two miles inside Kendall County and is the destination of the wastewater gathered in the system for treatment and disposal. Phases 2 and 3 of the East Kerr County/Center Point Wastewater Collection System involve the actual construction of the system, and both phases are set to be completed by November 2023. GrantWorks coordinates multiple aspects of the project, including public outreach and connection liaison, federal and state compliance, financial tracking and invoice review and payment, labor standards, and coordination with the Upper Guadalupe River Authority, Kendall County WCID #1, Kerr County, and state agencies.

THE SOLUTION

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 the construction of the

CLIENT:

Kerr County, Texas

GRANT PROGRAMS:

Clean Water State Revolving & Economically Disadvantaged Area Funds Administered by Texas Water Development Board and TxCDBG Colonia Construction Fund Administered by Texas Department of Agriculture

GRANT AMOUNT:

\$59,404,391

PROJECT DATES:

December 2024 – January 2027

SERVICES PROVIDED:

- Application Services
- Grant Administration
- Project Management
- Financial Management
- Environmental Services
- Procurement
- Construction Management
- Labor Standards
- Compliance
- Recordkeeping
- Data Management & Reporting

system. The County engaged GrantWorks to provide application services, project management, grant administration, financial management, construction phase management, and connection assistance services.

- Audit & Monitoring
- Project Closeout

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 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 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 RESULT

“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 Jonathan Letz, Precinct 3 Commissioner, Kerr County.

GrantWorks facilitated the application for and award of a TDA grant to cover connection costs for most 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 project 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.

“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.



TEXAS

TEXAS WATER DEVELOPMENT BOARD, FLOOD INFRASTRUCTURE FUND GRANT PROGRAM: DRAINAGE AND FLOOD MITIGATION PROGRAM, WILLACY COUNTY, TEXAS

THE CHALLENGE

Under the Texas Water Development Board (TWDB), Flood Infrastructure Fund (FIF), Willacy County was awarded \$9,880,197, consisting of \$4,130,000 in financing and \$5,750,197 in grant funding, for planning, acquisition, design, and construction of drainage improvement projects. Before receiving the FIF award, Willacy County faced chronic flooding due to flat topography, undersized and aging drainage systems, and limited stormwater storage capacity. Heavy rainfall frequently overwhelmed existing infrastructure, resulting in property damage, road closures, and disruptions to essential services across several low-lying communities. The approved activities include construction of detention ponds; establishment of linear detention systems; expansion of drainage ditches; upgrading stormwater conveyance piping and pump stations; installation of drainage control gate structures; and other related improvements.

THE SOLUTION

Serving as the dedicated grant administrator, GrantWorks coordinates between the County, consultants/engineers, contractors, TWDB, and other funding partners. GrantWorks ensures compliance with FIF program requirements (including eligibility, documentation, procurement, Davis-Bacon, reporting, and audits). GrantWorks also facilitates reimbursement requests, manages milestone tracking, monitors budget and draws, maintains project records, and supports close-out activities. The project team is helping the County integrate the flood mitigation infrastructure work into local planning and operations and helping to document community benefits and project outcomes.

Project initiation (planning/design) phases are already underway for several components of the program. Upcoming tasks include full engineering design, procurement of construction contracts, property acquisition (where required), and construction mobilization. GrantWorks is coordinating with Willacy County and TWDB to finalize project scopes, budgets, and schedule milestones, and ensure timely submission of reimbursement requests and regulatory reporting. In the coming months, the County will issue RFPs for major construction packages (detention pond, trunkline, lift station) and begin site preparation and construction activities. Monitoring, maintenance planning, and community outreach (public

CLIENT:

Willacy County, Texas

GRANT PROGRAMS:

Flood Infrastructure Grant Program Administered by the Texas Water Development Board

GRANT AMOUNT:

\$9,880,197

PROJECT DATES:

November 2021 – February 2027

SERVICES PROVIDED:

- Application Services
- Grant Administration
- Project Management
- Financial Management
- Environmental Services
- Procurement
- Construction Management
- Labor Standards
- Compliance
- Recordkeeping
- Data Management & Reporting
- Audit & Monitoring
- Project Closeout

information on flood mitigation measures) will also be integral as projects move into implementation.

THE RESULT

Projects include the following:

San Perlita Linear Detention and Pipe System Improvements – This project will expand and enhance existing drainage infrastructure to improve stormwater conveyance and reduce localized flooding in key areas of Willacy County. The scope includes the expansion of an existing drainage ditch approximately 1,400 LF and the construction of 2,100 LF of new linear detention. The improvements also include the installation of 30-inch reinforced concrete pipe (RCP), storm inlets, and related control structures to optimize flow. The project is currently in the engineering design phase.

Lyford Stormwater Trunkline Construction (FM 498 to FN 491) – This project involves the installation of approximately 3,910 LF of 48-inch reinforced concrete pipe (RCP) to construct a major stormwater trunkline extending from FM 498 to FM 491. The new system will convey runoff efficiently into the West Main Drainage Ditch, alleviating overburdened local drainage networks. Construction is complete on this project.

Simo Lift Station Rehabilitation and Linear Detention Enhancements – This project rehabilitates and upgrades an existing stormwater lift station to improve reliability and increase pumping capacity. The project includes rerouting the lift station force main into a newly constructed 1,300 LF detention facility, along with an additional 1,800 LF detention connecting to an existing 44-acre detention pond. This project is currently in the engineering design phase.

Mulberry Detention Pond and Drainage Improvements – The Mulberry Detention Pond Project involves the construction of a 16-acre detention pond on undeveloped land along Mulberry Road, designed to mitigate flooding in surrounding neighborhoods and agricultural lands. The project also includes approximately 2,200 LF of linear detention and the installation of a 24-inch reinforced concrete pipe (RCP) crossing under U.S. 77, connecting the pond to the existing regional drainage ditch. This project is currently in the engineering design phase.

Sebastian Railroad Spur Detention Pond – This project is constructing a new detention pond at a former railyard. Designed to mitigate flooding by capturing approximately 57 acre-feet of stormwater runoff, the project involves excavation, embankment construction, and rerouting of existing stormwater infrastructure. Construction is 25% complete.

Lasara Floodgate Improvements – The project involves the removal and/or replacement of three drainage control structures located near bridges crossing the North Raymondville Drain along CR 141, CR 156, and FM 1761, and is in the construction bidding phase.

Sebastian East Drainage Improvements – This project includes approximately 1,500 LF of street improvements and the expansion of 1,100 LF of an existing drainage lateral on the east side of Sebastian. All work is located within existing street and ditch rights-of-way and includes excavation, stabilized base and lime-treated subgrade, curb and gutter installation, and asphalt paving. Drainage improvements involve ditch grading, installation of reinforced concrete pipe, inlets, concrete wingwalls, and box culverts. Construction is complete.

Sebastian West Drainage Improvements – The project includes approximately 20,000 LF of street reconstruction within the existing right-of-way in Sebastian. Improvements involve scarifying and reusing existing pavements, installing stabilized subgrade and flex base, paving with hot mix asphalt concrete, and adding curb and gutter. The project also includes the installation of storm sewers, water line relocations, and sewer adjustments. Construction is complete.

Together, these projects represent a comprehensive flood-mitigation program designed to strengthen Willacy County's resilience to severe weather and flooding events. Funded by the TWDB's FIF and administered by GrantWorks, the initiatives address critical drainage deficiencies, improve regional stormwater management, and safeguard residents, infrastructure, and local economies.



TEXAS

U.S. ECONOMIC DEVELOPMENT ADMINISTRATION, ECONOMIC ADJUSTMENT ASSISTANCE PROGRAM: WATER LINE EXPANSION, CITY OF VERNON, TEXAS

THE CHALLENGE

The City of Vernon's main water supply line was installed in 1953. Frequent breakages in the maintenance-prone system result in prolonged water outages and pose an immense threat to businesses that rely on water usage for everyday operations.

Private sector employers contribute immensely to the economic stability in the region. The closure of the Oklaunion Power Plant in 2020 resulted in the loss of over 70 full-time, skilled jobs and millions of dollars in lost tax revenue.

With reliance on this outdated waterline, the City of Vernon's private employers are forced to experience habitual waterline breaks that can last up to several days for repairs. Tyson Foods, the City of Vernon's largest private sector employer, operates a Wright Brand Bacon plant that contributes over 900 quality jobs to residents in eight surrounding counties. Additionally, Solvay USA Inc., located in Vernon, employs 56 people and utilizes water in its Upstream Chemical Products processing plant.

These are just two private sector companies whose operation depends on the City's ability to provide a safe and consistent water supply. With over 2,700 employees, Vernon's education and health care systems rely heavily on reliable water sources.

THE SOLUTION

This investment in the City's waterline will bring strength to a community and region that was greatly impacted by the loss of a coal-fired power plant. A reliable water source will:

- ▶ Create a more resilient and consistent infrastructure
- ▶ Generate the opportunity for Vernon to attract more businesses
- ▶ Ensure that existing businesses can remain intact for the community and the region's economic stability and growth.

The overall purpose of this EDA project is to allow some of the region's largest private sector employers to continue operations due to increased reliability from a new water supply line. This investment from EDA will allow Vernon and the broader region to maintain economic stability, ensure retention of employees, and stimulate the creation of new jobs.

CLIENT:

City of Vernon, Texas

GRANT PROGRAM:

Economic Adjustment Assistance Program
Administered by the U.S. Economic Development Administration

GRANT AMOUNT:

\$2,930,000 – Grant
\$741,000 – Match

PROJECT DATES:

August 2022 – September 2027

SERVICES PROVIDED:

- Application Services
- Grant Administration
- Project Management
- Financial Management
- Environmental Services
- Procurement
- Construction Management
- Labor Standards
- Compliance
- Recordkeeping
- Data Management & Reporting
- Audit & Monitoring
- Project Closeout

THE RESULTS

The new water supply line will further fortify the manufacturer's ability to remain and grow in Vernon. The project has given Tyson Foods the confidence to invest \$25,000,000 in the community. This project is expected to create or retain more than 950 jobs.

Compliance with EDA Investment Policy Guidelines: The GrantWorks Team provided technical assistance and guidance to the client on how the proposed project satisfies the Economic Development Administration's Investment Policy Guidelines.

Successful Grant Application: This grant was funded through the EDA's Coal Communities Commitment program, which funds efforts to diversify economies in communities impacted by the declining use of coal. GrantWorks guided the client in reviewing project eligibility determinations to increase the probability of funding for program guidelines and local needs, ultimately resulting in an EDA-approved economic development application.



TEXAS

U.S. ECONOMIC DEVELOPMENT ADMINISTRATION, ECONOMIC ADJUSTMENT ASSISTANCE, FY2023 DISASTER SUPPLEMENT PROGRAM: WATER, SEWAGE, AND ROADWAY INFRASTRUCTURE IMPROVEMENTS TO IH-14 CORRIDOR, CITY OF COPPERAS COVE, TEXAS

THE CHALLENGE

Over the last five years, the City of Copperas Cove, Texas, has suffered compounding natural disasters—winter storms, floods, and COVID-19—that have exacerbated long-term economic obstacles such as supply chain vulnerabilities and chronic underinvestment.

THE SOLUTION

Proximity to the booming semiconductor sector in Central Texas presents a significant opportunity to attract new businesses that support microprocessor and computer chip production. In partnership with the Copperas Cove Economic Development Corporation (COVEEDC), the City engaged GrantWorks to help secure FY2023 Disaster Supplemental assistance from the Economic Development Administration (EDA) to fund municipal water and sewer connections and roadway construction to support the development of two 22-acre sites for industrial use, specifically the computer chip industry in Coryell County, Texas.

This investment will facilitate the creation of high-quality jobs for residents and contribute to the development of a robust and resilient regional economy. The improvements will add dozens of jobs over three years, \$5.5 million to local property tax rolls over the next ten years, and \$17.5 million to the Copperas Cove Independent School District's coffers over the same period. The project also addresses the longer-term infrastructure improvements needed to facilitate semiconductor production in the domestic market.

THE RESULTS

- ▶ **Successful Grant Application:** GrantWorks guided the client in reviewing project eligibility determinations to increase the probability of funding for program guidelines and local needs, ultimately resulting in an EDA-approved economic development application.
- ▶ **Economic Development Needs Assessment and Investment Impact:** These improvements will benefit the private business committed to developing the industrial site in the City of Copperas Cove, in Coryell County, Texas

CLIENT:

City of Copperas Cove, Texas

GRANT PROGRAM:

Economic Adjustment Assistance, FY2023 Disaster Supplemental Program
Administered by the U.S. Economic Development Administration

GRANT AMOUNT:

\$3,500,000 – Grant
\$875,000 – Match

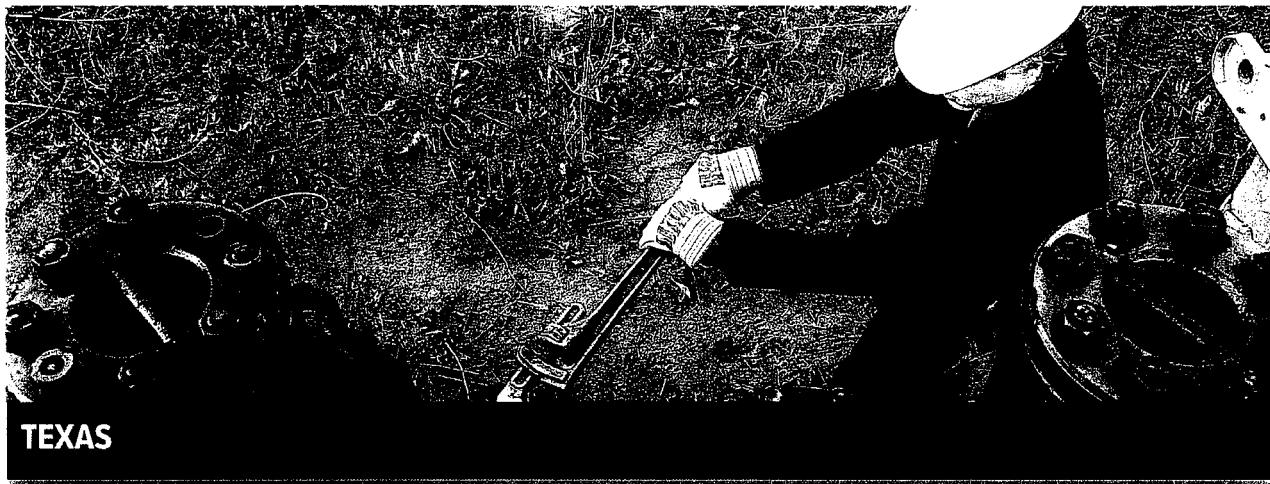
PROJECT DATES:

May 2024 – May 2029

SERVICES PROVIDED:

- Application Services
- Grant Administration
- Project Management
- Financial Management
- Environmental Services
- Procurement
- Construction Management
- Labor Standards
- Compliance
- Recordkeeping
- Data Management & Reporting
- Audit & Monitoring
- Project Closeout

- **Compliance with EDA Investment Policy Guidelines:** The GrantWorks Team provides technical assistance and guidance to the client on how the proposed project would satisfy the EDA's Investment Policy Guidelines.



TEXAS

U.S. ENVIRONMENTAL PROTECTION AGENCY, STATE AND TRIBAL ASSISTANCE GRANT PROGRAM, CLEAN WATER STATE REVOLVING FUND: NORTHWEST WATER MAIN AND FIRE HYDRANT IMPROVEMENTS, CITY OF JACINTO CITY, TEXAS

THE CHALLENGE

The City of Jacinto City received funding through a U.S. Environmental Protection Agency (EPA), Region 6 Community Project Funding FY2022 grant to improve the water infrastructure in the city's northwest area. The project aims to ensure that residents can access a safe and reliable water supply for domestic/ residential and firefighting purposes. Phase 3 of a four-phase water main and fire hydrant project, the construction covered under the EPA funding appropriation, will involve the installation of 3,110 linear feet of new 10-inch and 3,095 linear feet of new 8-inch water mains along the northwest to north central area of Jacinto City. These new water mains will replace the aging and undersized infrastructure in the area. The project will also include the installation of 11 new fire hydrants, along with the new water mains. The project lies wholly within Jacinto City and the Harris County target area.

THE SOLUTION

GrantWorks was pivotal in demystifying the administration of Congressionally Directed Spending appropriated to Jacinto City through the EPA for FY2022. Congressionally Directed Spending, or Community Project Funding, represents a new and complex funding stream administered across various federal agencies with varying regulations. With their expertise and deep understanding of grant management, GrantWorks conducted extensive research, deciphered complex funding regulations, and guided Jacinto City. By effectively communicating the program's intricacies, GrantWorks empowered Jacinto City to navigate the process successfully. Our ability to simplify the complexities of the program implementation not only facilitated the City's engagement but also set a precedent for other communities to follow, leveraging congressionally directed spending for community impact.

THE RESULTS

While the EPA's interpretation of the procurement for this award has caused some project delays, GrantWorks stands by the work we have done to support this project and will continue to coordinate with the City of Jacinto City to move the project forward.

CLIENT:

City of Jacinto City, Texas

GRANT PROGRAM:

State & Tribal Assistance Grant, Clean Water State Revolving Fund Administered by U.S. Environmental Protection Agency, Region 6

GRANT AMOUNT:

\$1,950,000

PROJECT DATES:

November 2022 – October 2024

SERVICES PROVIDED:

- Application Services
- Grant Administration
- Project Management
- Financial Management
- Environmental Services
- Procurement
- Construction Management
- Labor Standards
- Compliance
- Recordkeeping
- Data Management & Reporting
- Audit & Monitoring
- Project Closeout

GrantWorks has diligently monitored updates to EPA guidance for CPF projects and adapted processes and communications to accommodate changing requirements. GrantWorks was able to secure a match funding waiver for Jacinto City, allowing the City to forego a 20% non-federal cost share contribution for the project. This required GrantWorks to complete research regarding Jacinto City's median income, percentage of residents living below the 200% poverty level, unemployment among the civilian labor force, the community's Social Vulnerability Index score, and the percentage of the population receiving SNAP benefits.

GrantWorks presented this information to the EPA through a thorough yet concise waiver request. By showing that Jacinto City met six of the nine waiver criteria while only needing to meet one, we secured the waiver for Jacinto City as a disadvantaged community. GrantWorks has exhibited its commitment to prompt action and dedication to supporting communities in quickly accessing and maximizing vital funding.



TEXAS

U.S. ENVIRONMENTAL PROTECTION AGENCY, BROWNSFIELD GRANT PROGRAM: GROGAN STREET NURSING HOME CLEANUP, CITY OF HAMILTON, TEXAS

THE CHALLENGE

An abandoned nursing home stands at 400 Grogan Street in the City of Hamilton, Texas. The 16,000+ sf facility is in a residential neighborhood. Exterior walls are in disrepair, and several portions of the roof are missing. The facility was originally built in 1960.

A 2021 Limited Asbestos Survey Report documented that asbestos-containing chrysotile was found in the following areas of the building:

- ▶ The walls and ceilings throughout the building
- ▶ Vinyl floor tile and black mastic tile adhesive throughout the building
- ▶ Linoleum floor covering in the kitchen

The site's proximity to schools, daycare centers, and a public housing apartment complex has resulted in this project being a top priority for the community of Hamilton.

THE SOLUTION

The City of Hamilton hired GrantWorks to provide grant application assistance for the Fiscal Year 2024 competition for Brownfield Cleanup cooperative agreements and grant administration of awarded funds. The City was awarded \$500,000 under the Brownfield Grant Program authorized by the Comprehensive Environmental Response, Compensation, and Liability Act (CERLCA) 104(k)(3).

In addition to supporting 2 CFR 200 and federal cross-cutting requirements, GrantWorks is assisting the City in the implementation of the following responsibilities outlined in the EPA Cooperative Agreement:

- ▶ Competitive procurement and direction of a Qualified Environmental Professional (QEP) as defined in 40 CFR 312.10
- ▶ Finalization of the project, Analysis of Brownfield Cleanup Alternatives (ABCAs), and conditionally approved work plan
- ▶ Creation and implementation of a Community Involvement Plan
- ▶ Development and implementation of a Quality Management Plan (QMP) and Quality Assurance Project Plan (QAPP)

CLIENT:

City of Hamilton, Texas

GRANT PROGRAM:

Brownfield Grant Program
Administered by the U.S.
Environmental Protection
Agency

GRANT AMOUNT:

\$500,000

PROJECT DATES:

October 2024 –
September 2028

SERVICES PROVIDED:

- Application Services
- Grant Administration
- Project Management
- Financial Management
- Environmental Services
- Procurement
- Construction Management
- Labor Standards
- Compliance
- Recordkeeping
- Data Management & Reporting
- Audit & Monitoring
- Project Closeout

- ▶ Establishment and administration of financial and programmatic management systems
- ▶ Report on interim progress and final accomplishments using EPA's Assessment, Cleanup and Redevelopment Exchange System (ACRES)
- ▶ Submit Quarterly Performance Reports, Property Profile Submission, and Final Cooperative Agreement Performance Report

THE RESULTS

The recent expansion of a regional hospital and a locally owned meat-packing business has created an unintended wealth gap in the City. The abandoned nursing home perpetuates the distress of the surrounding neighborhood and community. This project is intended to be a catalyst for the cleanup and beautification throughout the City, ensuring that all members of the community live in healthy and safe neighborhoods that are not dependent on economic status. Cleanup funding will allow the City to eliminate hazardous materials in the building that are currently harmful to the surrounding neighborhood, schools, and daycare facilities while establishing a path forward for reuse projects that will improve residents' quality of life and promote economic growth.



TEXAS

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, COMMUNITY PROJECT FUND: SOUTH SIDE WATER MAIN AND FIRE HYDRANT IMPROVEMENTS, CITY OF JACINTO CITY, TEXAS

THE CHALLENGE

The City of Jacinto City was appropriated 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 that residents can access a safe and reliable water supply for domestic and firefighting purposes.

The Water Main and Fire Hydrant Construction Project phase covered under this funding appropriation will involve the installation of approximately 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 approximately ten new fire hydrants along the new water main. The project lies within Jacinto City and the Harris County target area.

THE SOLUTION

GrantWorks was pivotal in demystifying the administration of Congressionally Directed Spending appropriated to Jacinto City through HUD for FY2022. Congressionally Directed Spending or Community Project Funding represents a new and complex funding stream administered by various federal agencies with varying regulations. With our expertise and deep understanding of grant management, GrantWorks conducted extensive research, deciphered complex funding regulations, and guided Jacinto City.

THE RESULTS

By effectively communicating the program's intricacies, GrantWorks empowered Jacinto City to navigate the process successfully. Their ability to simplify the complexities of the program implementation not only facilitated the City's engagement but also set a precedent for other communities to follow, leveraging congressionally directed spending for community impact.

CLIENT:

City of Jacinto City, Texas

GRANT PROGRAM:

Community Project Fund
Administered by the U.S.
Department of Housing &
Urban Development

GRANT AMOUNT:

\$997,365

PROJECT DATES:

November 2022 –
October 2023

SERVICES PROVIDED:

- Application Services
- Grant Administration
- Project Management
- Financial Management
- Environmental Services
- Procurement
- Construction Management
- Labor Standards
- Compliance
- Recordkeeping
- Data Management & Reporting
- Audit & Monitoring
- Project Closeout

GrantWorks demonstrated exceptional efficiency in ensuring the timely delivery of resources to Jacinto City. They diligently monitored updates in guidance and swiftly adapted their processes to accommodate the changing requirements. Through their meticulous coordination, GrantWorks streamlined the grant application process, accelerating the timeline. GrantWorks' ability to expedite the process highlighted our commitment to prompt action and dedication to supporting communities in quickly accessing vital funding.



TEXAS

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, COMMUNITY DEVELOPMENT BLOCK GRANT: ON-CALL GRANT ADMINISTRATION AND TECHNICAL ASSISTANCE SERVICES FOR HUD-FUNDED CDBG PROJECTS, BRAZORIA COUNTY, TEXAS

THE CHALLENGE

As an entitlement community, Brazoria County receives \$1.4 million in Community Development Block Grant (CDBG) funds on an annual basis from the U.S. Department of Housing and Urban Development (HUD). These funds support several different community development goals as outlined and prioritized in Brazoria County's Five-Year HUD Consolidated Plan. Utilizing a rotating award process for the participating cities, Brazoria County awards these cities with CDBG subrecipient funds approximately every three years, considering the population and low- to middle-income (LMI) characteristics of the locality. When a city is eligible for an allocation, it must submit a project application for consideration and approval by the County Commissioners. With limited staff implementing and overseeing its community development activities, Brazoria County sought a technical assistance provider to support funded localities in implementing their projects and administering their CDBG funds.

THE SOLUTION

Hired in August 2024, GrantWorks has provided project management and technical assistance to two of Brazoria County's CDBG subrecipients, the Village of Bailey's Prairie and the City of Oyster Creek. Project management activities included helping the locality to define project scope and timelines; providing guidance on and assisting in the procurement of engineering services; developing and finalizing construction bid packages; supporting the subrecipient to complete project contracts; ensuring compliance with federal, state, and local funding requirements; facilitating planning and progress meetings; and providing updates on project status to Brazoria County staff. Technical assistance has primarily focused on helping the subrecipients identify barriers to completion and problem-solve and find solutions to keep the projects moving forward. With only one or two City staff, some of whom only work part-time, GrantWorks has played a critical role in

CLIENT:

Brazoria County, Texas

GRANT PROGRAM:

Community Development Block Grant Program Administered by the U.S. Department of Housing and Urban Development

PROGRAM VALUE:

\$1,300,000

PROJECT DATES:

August 2024 – Present

RELEVANT SERVICES:

- Grant Administration
- Project Management
- Technical Assistance
- Financial Management
- Procurement
- Compliance
- Subrecipient Monitoring
- Construction Management
- Labor Standards Monitoring
- Data Management & Reporting
- Project Closeout

increasing these subrecipients' capacity to implement their funded projects, particularly as it relates to procurement.

THE RESULTS

GrantWorks has helped the Village of Bailey's Prairie move a parking lot and park improvement project forward at Prairie Park. Prior to GrantWorks being hired, the project sat dormant for several years with little planning done or progress made. After securing engineering and design services, Bailey's Prairie bid the project for construction and is on target to have the parking lot and improvements completed by 12/31/25.

The City of Oyster Creek received support in understanding the applicable procurement methods to be used to secure the services and materials needed for very disparate components of its generator and sewer improvement projects. This has allowed Oyster Creek to have a new emergency generator installed at its volunteer fire department and to plan for the installation of a new influent pump and control panels at its lift stations.



TEXAS

TEXAS COMMISSION ON ENVIRONMENTAL QUALITY, RESTORE ACT PROGRAM: LOWER SAN BERNARD RIVER ECOSYSTEM RESTORATION PROJECT, BRAZORIA COUNTY, TEXAS

THE CHALLENGE

Brazoria County received funding for the Lower San Bernard River Ecosystem Restoration Project through the Texas Commission on Environmental Quality (TCEQ) under the RESTORE Act Program. This project aimed to restore the San Bernard River's historical flow to the Gulf of Mexico by dredging the silt in the channel and river outlet to the Gulf, thereby reestablishing normal river flow. Silt clogs the mouth of the San Bernard, which affects the lower San Bernard River's ecosystem by impeding normal drainage flow, water quality, sediment transfer rates, and the overall health of the aquatic ecosystem. The closure also degrades the region's fresh and saltwater marsh system, including areas within the USFWS San Bernard National Wildlife Refuge and the Texas Parks and Wildlife Department's Justin Hurst Wildlife Management Area.

The river's opening provides economic benefits to the state and the nation. During high-water events with the river mouth closed, the river water backs up into the Gulf Intracoastal Waterway (GIWW), creating a flooding hazard for citizens living along the river and an unnatural current along the GIWW. The current impedes the ability of barges to navigate this portion of the GIWW safely. This current also causes more sediment to move along the GIWW, resulting in increased siltation near the U.S. Army Corps of Engineers (USACE) Brazos River Flood Gates Project and the deep-draft channel at Port Freeport. This increased sediment costs the federal government, the port, and private industry millions of dollars in unnecessary dredging costs each year. Restoring the flow to the San Bernard River will benefit the habitat of threatened and endangered species, as well as essential fish habitat, and improve the overall environmental and economic health of the Texas coastal estuary system.

THE SOLUTION

GrantWorks provided grant administration services during the pre-construction and construction phases of this project for Brazoria County. We developed the work plan, which TCEQ approved. The work plan detailed the project tasks, including timeline estimates, milestones, and deliverables. We monitored contractors and subcontractors to

CLIENT:

Brazoria County, Texas

GRANT PROGRAM:

RESTORE Act Program
Administered by the Texas
Commission on Environmental
Quality

GRANT AMOUNT:

\$10,766,000

PROJECT DATES:

August 2019 – October 2023

RELEVANT SERVICES:

- Grant Administration
- Project Management
- Technical Assistance
- Financial Management
- Environmental Review & Clearance
- Procurement
- Recordkeeping & Data Management
- Reporting
- Construction Management
- Quality Assurance
- Compliance
- Auditing & Monitoring
- Project Closeout

ensure compliance with all requirements. GrantWorks also assisted the County with reporting, required sub-grant activities, and reimbursement requests, ensuring compliance with all applicable federal and state laws and regulations.

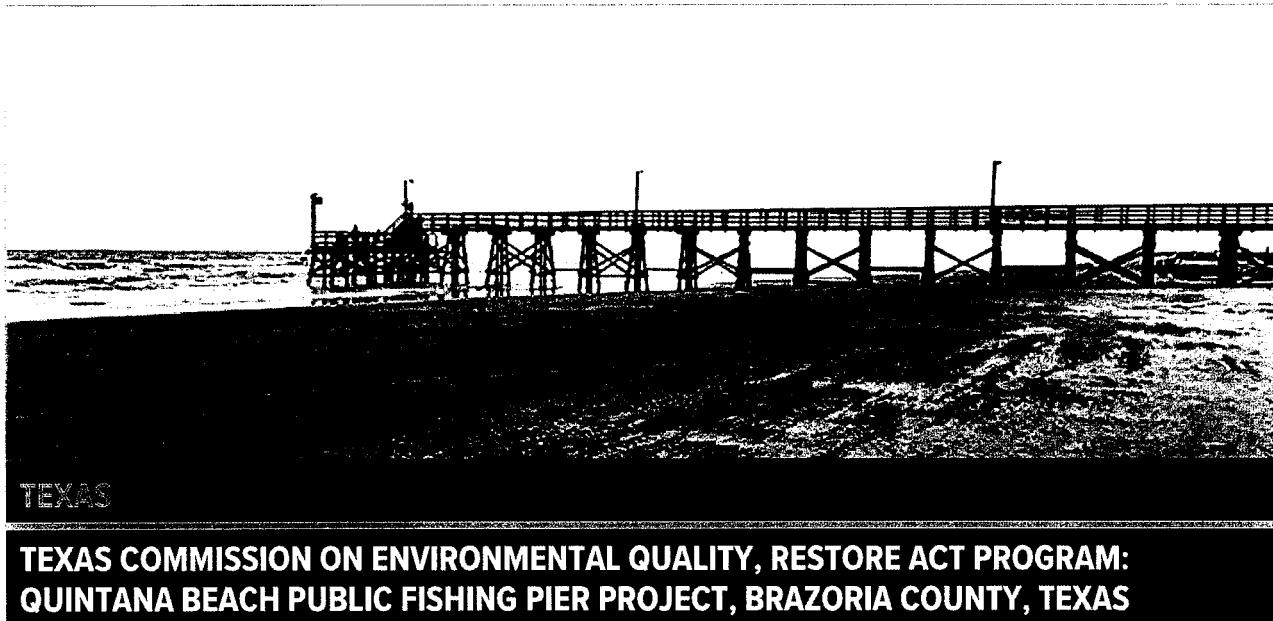
THE RESULTS

The GrantWorks Team completed and closed out this project.

Schedule: GrantWorks submitted reports monthly. The project encountered delays due to adverse field conditions. After the equipment was changed, the project was completed approximately six months after the original estimated completion date. TCEQ also monitored the project, adding time before closeout. The grant had a lengthy performance period, so no extension was requested from the TCEQ or the U.S. Department of the Treasury.

Quality: Brazoria County procured GrantWorks after the state contract began. GrantWorks has contributed to the project's success in several ways. GrantWorks assumed responsibility for the monthly and quarterly reporting requirements for the project, including coordination with the County and the project engineers on the project's progress status. Additionally, GrantWorks reviewed the engineering procurement for compliance with federal requirements and assisted with construction procurement. When the project transitioned into construction, GrantWorks ensured continued coordination among the design engineer, construction oversight engineer, and environmental monitors to achieve the project's objectives. GrantWorks adapted swiftly to the requirements of the RESTORE Act program, leveraging best practices from our extensive experience with federal and state agencies.

Business Relationships: Frequent and open communication was essential to meet the specific requirements of the RESTORE Act program. GrantWorks promptly met the work plan deadline for TCEQ review and approval, making several updates to the plan at the County's request. Our prompt response rate was helpful to the County. We also ensured that communication remained open around monthly reporting, assisting the County in understanding the guidelines for this initiative.



TEXAS

TEXAS COMMISSION ON ENVIRONMENTAL QUALITY, RESTORE ACT PROGRAM: QUINTANA BEACH PUBLIC FISHING PIER PROJECT, BRAZORIA COUNTY, TEXAS

THE CHALLENGE

The Quintana Beach Public Fishing Pier Project will renovate and extend the existing Quintana Beach Public Fishing Pier in Brazoria County near Quintana Beach Park and RV campground. The project will extend the pier by 190 feet and add a new 150 x 10-foot T-head platform to the end of the structure (total length will be 607 feet). The project ensures that the entire pier complies with the Americans with Disabilities Act (ADA).

The County expects tourism revenue to increase with the restoration of a fishing pier, which will complement other tourist venues in the area. The project area draws an estimated 22,500 combined local visitors and tourists annually. The improvement will increase the pier's capacity from 50 to 300 people, providing additional opportunities to support visitors and tourists and increase associated economic revenue. These visitors support local area hotels and restaurants, purchasing groceries, fishing equipment, bait, fuel, and other sundries during their visits.

THE SOLUTION

GrantWorks provided grant administration and oversight services on this project. We led the development of the project work plan, which covered the grant's goals, budget, and timeline. GrantWorks also instituted monthly reports from the engineering team, which we included in our monthly reports to the Texas Commission on Environmental Quality (TCEQ). We attended bi-monthly meetings with TCEQ since the grant was awarded, helping to ensure that the project stayed on schedule and that there was sufficient communication.

THE RESULT

Before engineering design began, TCEQ required the development of a project work plan that detailed the scope of the project, the budget, and how the grantee intended to accomplish the work. GrantWorks collaborated with the City to develop a comprehensive work plan, which the TCEQ accepted with minimal edits and ahead of our anticipated timeframe.

CLIENT:

Brazoria County, Texas

GRANT PROGRAM:

RESTORE Act Program
Administered by the Texas
Commission on Environmental
Quality

GRANT AMOUNT:

\$2,237,000

PROJECT DATES:

April 2022 – April 2025

RELEVANT SERVICES:

- Grant Administration
- Project Management
- Technical Assistance
- Financial Management
- Environmental Review & Clearance
- Procurement
- Recordkeeping & Data Management
- Reporting
- Construction Management
- Quality Assurance
- Compliance
- Auditing & Monitoring
- Project Closeout

Reporting: On a monthly and quarterly basis, GrantWorks reported on the program's progress toward milestones and prepared all reimbursement requests.

Budget: The project was completed within budget.

Schedule: This project experienced delays due to environmental conditions in the Gulf of Mexico. The engineers sent monthly status reports that described the work completed and outlined the next steps. A permit was granted for an extension from the U.S. Army Corps of Engineers (USACE), and the engineers conducted multiple on-site surveys. The final designs were completed in September 2023, and the construction contractor was procured. The construction has proceeded in several stages, including complicated work in the waters just outside the pier boundary. GrantWorks assisted with final designs by instituting monthly reports and frequently checking in with the engineering team to identify any hold-ups or concerns that could prevent delays.

Quality: GrantWorks led the development of the accepted project work plan, which required coordination with TCEQ, procured engineers, and Brazoria County staff. The work plan was the first major milestone after grant execution and set the stage for the rest of the grant. Creating the work plan required significant coordination and input from all parties.

Business Relationship: This was the second Brazoria County RESTORE Act grant that GrantWorks had worked on with the County. GrantWorks maintained good relationships with our points of contact by consistently taking the lead in coordinating all parties and following up on action items regularly, ensuring that they did not fall through the cracks.

We take pride in our performance, helping implement projects on time, within budget, and in compliance with state and federal requirements. Speaking to our clients is the best way to evaluate our work performance. GrantWorks has provided references for projects from clients for whom we have performed similar services, as shown in **Figure 8**. Each reference includes the client's name, contact person, title, telephone number, and email. Immediately following **Figure 8**, we have provided a brief description of each project, the services provided, and the contract amount.

Figure 8: GrantWorks Client References

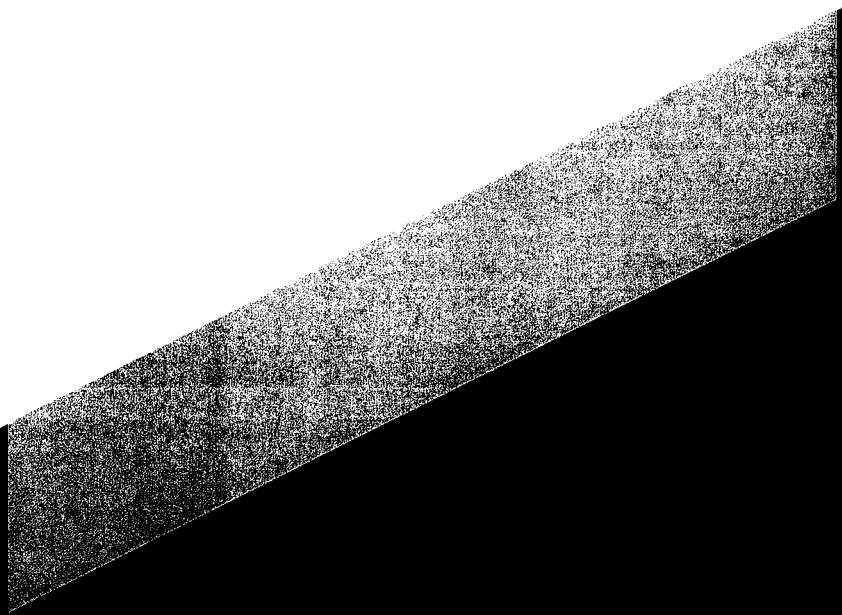
CLIENT NAME	PROJECT NAME	REFERENCE
City of El Cenizo, Texas 	Texas Department of Agriculture, Texas Community Development Block Grant Program: Water Improvement Project, City of El Cenizo, Texas	Jaime A. Montes City Administrator City of El Cenizo 507 Cadena El Cenizo, Texas 78046 Telephone: (956) 724-5916 jmontes@elcenizotx.gov
Jim Hogg County, Texas 	Texas Department of Agriculture, Texas Community Development Block Grant Program: First-Time Wastewater and Water Service Improvements, Jim Hogg County, Texas Texas Department of Agriculture, Texas Community Development Block Grant Program, Colonia Fund Construction: Water and Street Improvement Project, Jim Hogg County, Texas	Juan Carlos Guerra County Judge Jim Hogg County 102 E Tilley Hebbronville, Texas 78361 Telephone: (361) 527-3015 jcguerra@co.jim-hogg.tx.us
City of Natalia, Texas 	Texas Department of Agriculture, Texas Community Development Block Grant Program: Wastewater Treatment Plant Clarifier Rehabilitation, City of Natalia, Texas	Nichole Bermea Assistant City Secretary City of Natalia P.O. Box 270 Natalia, Texas 78059 Telephone: (830) 663-2926 cityadmin@cityofnatalia.com
Kerr County, Texas 	Texas Water Development Board, Clean Water State Revolving Fund and Economically Distressed Area Fund, and Texas Department of Agriculture TxCDBG Colonia Construction Fund and Colonia Economically Distressed Areas Program Fund: East Kerr County/Center Point Wastewater Collection System, Kerr County, Texas	Charles Hastings, PE, CFM County Engineer Kerr County 700 Main Street Kerrville, Texas 78028 Telephone: (830) 896-9046 charlie.hastings@engineering.kerrcounty.tx.gov
City of Vernon, Texas 	U.S. Economic Development Administration, Economic Adjustment Assistance Grant Program: Water Line Expansion, City of Vernon, Texas	Pam Gosline City Mayor City of Vernon 1725 Wilbarger Street Vernon, Texas 76384 Telephone: (940) 552-2581

Figure 8: GrantWorks Client References

CLIENT NAME	PROJECT NAME	REFERENCE
City of Copperas Cove, Texas 	U.S. Economic Development Administration, Economic Adjustment Assistance, FY2023 Disaster Supplement Program: Water, Sewage, and Roadway Infrastructure Improvements to IH-14 Corridor, City of Copperas Cove, Texas	Fred Welch Executive Director Copperas Cove Economic Development Corporation 207 South 3 rd Street Copperas Cove, Texas 76522 Telephone: (254) 547-7874 fwelch@coveedc.com
City of Jacinto City, Texas 	U.S. Department of Housing and Urban Development, Community Project Fund Grant Program: South Side Water Main and Fire Hydrant Improvements, City of Jacinto City, Texas U.S. Environmental Protection Agency, State and Tribal Assistance Grant Program, Clean Water State Revolving Fund: Northwest Water Main and Fire Hydrant Improvements, City of Jacinto City, Texas	Lon Squyres City Manager City of Jacinto City 1301 Mercury Drive Houston, Texas 77029 Telephone: (713) 674-8424 Email: lon.squyres@jacintocity-tx.gov
Brazoria County, Texas 	U.S. Department of Housing and Urban Development, Community Development Block Grant Program: On-Call Grant Administration and Technical Assistance Services for HUD-Funded CDBG Projects, Brazoria County, Texas	Daphne Lamella Community Development Director Brazoria County 111 E Locust Angleton, Texas 77515-4642 Telephone: (979) 864-1860 Email: daphnel@brazoriacountytexas.gov
City of Hamilton, Texas 	U.S. Environmental Protection Agency, Brownfield Grant Program: Grogan Street Nursing Home Cleanup, City of Hamilton, Texas	Brooke Waters City Secretary City of Hamilton 200 East Main Street Hamilton, Texas 76531 Telephone: (254) 386-8116, Ext. 5 Email: citysecretary@cihamilton.tx.us

1. PRACTICE

PRIOR WORK PERFORMANCE



SECTION 2 – PRIOR WORK PERFORMANCE

GrantWorks’ Prior Work Experience

GrantWorks understands that the City of Laredo Utilities Department is seeking a qualified contractor to provide comprehensive grant research, application development, and grant administration services to support its major water and wastewater infrastructure initiatives. The Department operates, maintains, and improves the City's drinking water and wastewater systems, from treatment plants to distribution and collection networks, and is currently advancing significant capital, rehabilitation, and regulatory compliance efforts. To move these priorities forward while limiting financial impacts on ratepayers, the City aims to strategically pursue federal, state, regional, and philanthropic funding for planning, design, construction, resilience, and long-term capital improvements.

In line with the City's requirements, GrantWorks is prepared to support the full lifecycle of grant development, from opportunity identification and competitive application preparation to post-award management and compliance. We maintain a strong understanding of the diverse funding landscapes for water and wastewater utilities, including programs offered by DOE, EPA, EDA, FEMA, USDA, TCEQ, TDA, TDEM, TWDB, and philanthropic partners. Our team can continuously monitor active and upcoming opportunities, evaluate eligibility and competitiveness, and help the Department prioritize high-value projects using its strategic plans, master plans, CIP documents, and asset management information. Key deliverables, such as a regularly updated grant funding matrix and concise opportunity memos, ensure that funding options are clearly aligned with the City's needs.

GrantWorks will work closely with Utilities Department staff, City personnel, and other City consultants, including engineers, environmental specialists, and financial advisors, to support the development of grant-ready projects. For each authorized opportunity, we will define the project scope, budget, schedule, benefit-cost criteria, and all narrative and technical components required for a complete and competitive submission. This includes managing stakeholder outreach, technical documentation, mapping, environmental information, letters of support, financial materials, and any additional information requested by funding agencies. All final applications will meet program instructions, evaluation criteria, and submission requirements.

Upon award, GrantWorks is ready to provide full grant administration and compliance support in accordance with 2 CFR Part 200 and all applicable federal, state, and local regulations. Our services may include grant start-up activities, environmental review, labor standards compliance, procurement support, reimbursement and progress reporting, monitoring and audit assistance, and closeout documentation. Throughout each project, we will maintain organized, auditable records and provide consistent communication and status reporting to City staff.

The City's best-value procurement approach emphasizes experience, prior performance, capacity, and cost. GrantWorks recognizes that the City expects a partner with extensive knowledge of federal and state funding programs, water and wastewater infrastructure, and the needs of Texas municipalities—particularly those in border regions with unique regulatory and environmental challenges. We will demonstrate that our staffing, technical capabilities, and workload management systems enable us to deliver timely, responsive, and high-quality services across multiple concurrent assignments.

GrantWorks employs a scalable, compliant, and well-coordinated approach that integrates seamlessly with the City's ongoing capital improvement efforts. We understand that the work will require proactive funding research, alignment with Department priorities, development of competitive applications, and diligent post-award management to advance Laredo's long-term water and wastewater infrastructure goals.

GrantWorks’ Project Manager

Our Project Manager, Gustavo Jimenez, will serve as the primary point of contact for the City and coordinate with City representatives to provide appropriate resources and the most highly qualified personnel to meet individual

grant project needs. Gustavo will manage each assigned task, from funding needs assessment, grant research, and project development through efficient grant writing and application assistance, grant administration, and project management.

2.2.1 Meeting Goals and Objectives

Our ability to perform the services defined in the RFP and deliver a high-quality project is based on four foundational principles:

- ▶ Communicating clearly with City administrative staff to thoroughly understand all task order objectives.
- ▶ Identifying and assigning the right people with the appropriate qualifications to the task.
- ▶ Promoting effective and responsive communication among the team.
- ▶ Implementing strict project controls that keep projects on schedule and within budget.

2.2.2 Approach to Task Order Management and Coordinating Work Activities

With every task assignment, our team will work quickly and efficiently with the City to define the scope of work and execute a work plan to meet task requirements. As stated above in our first foundation principles, coordination and communication are critical, and we plan on developing a strong bond with City staff that will allow us to work in an integrated fashion and anticipate your needs. Key project personnel will be accessible and available on short notice to respond to the City's needs. Our work activities are coordinated and managed by implementing several key steps below (**Figure 9**).

Planning Phase: Defining the Scope

Before developing a task order, our Senior Project Manager will meet with key City of Laredo staff to review the proposed scope, fully understand the project dynamics, including the known and unknown factors that may influence the project's success, and identify the technical specialties required to complete the project. We will also thoroughly discuss and clearly define the schedule and budget constraints. This information will be the foundation for creating the Project Work Plan. We will quickly develop a comprehensive task order scope and fee to meet the needs and satisfaction of the City so that notices to proceed can be issued quickly.

Execution Phase: Project Work Plan

We will refine the Project Work Plan containing the project scope, schedule, and budget, definition of project roles and contact information, and project documentation and closeout procedures. The Project Work Plan is an essential project management tool and an excellent resource for project stakeholders. The Project Work Plan will be updated regularly with input from the City.

Initiation Phase: Project Kickoff

Project kickoff meetings will allow the City and GrantWorks Project Manager to define the project and set clear expectations for all project team members. This is an opportunity to share information and initiate the team's integrated approach to the project within parameters defined by the scope, schedule, and budget. We will identify areas that need coordination and develop a coordination plan. Appropriate City representatives should be present at this

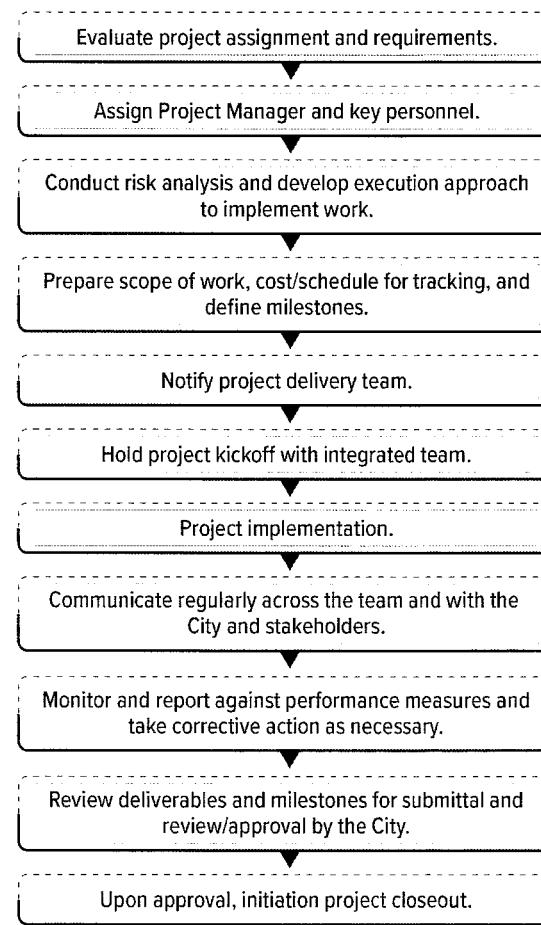


Figure 9: Task Order Management Process

meeting to properly vet all issues before commencing with the project. Meeting minutes documenting decisions made and action items pending will be given to attendees and circulated before meetings. At subsequent team meetings, team members with assigned action items will be held accountable for reporting on their progress.

Project Management

We will work with the City to manage tasks and meet all deadlines. Individual work plans for each task will define the project scope, budget, schedule, communication protocol, and technical assignments.

The proposed Senior Grant Specialists, Grant Analyst/Researcher, and Grant Administration Project Managers have broad-based backgrounds in their respective service categories. In consultation with the City, the Project Manager's responsibility is to work with the Task Lead to select the project support team to work on each task order and develop the scope of work, budget, schedule, and deliverables with input from the City.

Our Project Manager will perform the critical function of ensuring the right expertise within the team is delivered to the project and securing additional technical knowledge outside the team, if necessary. The Project Manager and Task Leads assign work and develop performance measures to ensure the project team adheres to the scope, budget, and schedule. The Project Manager is also responsible for producing project deliverables following the City of Laredo's requirements and ensuring quality control procedures are followed.

Weekly progress reports will be rolled up to the Senior Project Manager for inclusion in the project progress meetings. Continuous communication among the Senior Project Manager, Task Leads, and key City staff will help resolve any technical or project management conflicts that may arise.

Our team will help you create well-run, efficient, and successful projects that comply with all state and federal reporting requirements. The GrantWorks Team understands that communication is vital to any successful project. We can provide the City's elected officials, staff, and the public with regular updates. Consistent communication and transparency help stakeholders understand the program's status, helping them feel more confident about the overall process.

Grant Research and Data Analysis

GrantWorks' approach to grant research is fully aligned with the City of Laredo Utilities Department's requirements for identifying, securing, and managing funding related to water and wastewater treatment facilities, distribution and collection system improvements, regulatory compliance and environmental projects, CIP initiatives, asset management and resiliency needs, and all planning, design, and construction activities across the Utilities Department.

GrantWorks will use a strategic, data-driven, and fully customized research process that supports the complete grant lifecycle, from opportunity identification through grant closeout, in full compliance with all federal, state, and local regulations, including 2 CFR Part 200. Services will be delivered in a professional, timely, and responsive manner, with close coordination across City staff, Utilities Department leadership, engineers, financial advisors, environmental consultants, and other City-designated partners. GrantWorks will participate in meetings as requested and will maintain organized, auditable records, providing regular updates, status reports, and funding analyses consistent with City expectations.

2.3.1 Funding Needs Assessment

GrantWorks begins each engagement with a comprehensive Funding Needs Assessment conducted in close collaboration with Utilities Department leadership, engineering staff, City management, and community stakeholders. This approach mirrors the City of Laredo's requirement to thoroughly evaluate infrastructure needs, project priorities, and available resources before identifying relevant funding opportunities. This assessment includes:

- ▶ Identifying the City's high-priority water and wastewater projects, including planning, design, construction, resiliency, rehabilitation, and regulatory compliance needs.

- ▶ Reviewing CIP documents, master planning studies, regulatory requirements, asset management data, and ongoing engineering work to ensure alignment with the Utilities Department's current and future needs.
- ▶ Evaluating potential funding gaps, project timelines, estimated costs, and grant readiness levels, consistent with the City's expectation for targeted, informed research.
- ▶ Engaging City staff, local officials, engineers, and community stakeholders to gather critical insight into operational priorities, community needs, environmental constraints, economic impacts, and infrastructure challenges.

Our specialists then conduct a comprehensive scan of verified and authoritative funding sources. Using this foundation, GrantWorks develops and maintains a Grant Funding Matrix or funding pipeline that maps each identified project concept to specific federal, state, regional, and philanthropic funding programs. This dynamic tool directly fulfills the City's requirements to identify short-, mid-, and long-term funding opportunities and to match Utilities Department priorities to relevant programs. GrantWorks conducts continuous, proactive monitoring of programs to ensure Laredo is informed of all relevant Notices of Funding Opportunity (NOFOs), anticipated cycles, and updated program guidance. Each funding opportunity is evaluated against City priorities, regulatory requirements, demographic and environmental data, project timelines, match obligations, competitiveness, and long-term compliance expectations. The result is a curated, prioritized list of high-value, feasible funding opportunities, designed to maximize the City's likelihood of award.

For every opportunity identified, GrantWorks prepares a concise Opportunity Memo that meets the City's requirements under the Eligibility and Feasibility Assessment. Each memo summarizes program purpose, eligible activities, applicant requirements, match and local commitments, evaluation criteria, competitiveness, likelihood of award, timelines, and recommended next steps. This is reinforced by GrantWorks' structured Grant Readiness Evaluation process as described below.

2.3.2 Grant Readiness Evaluation

Once a relevant funding opportunity is identified, GrantWorks conducts a structured Grant Readiness Evaluation, directly supporting the City's requirement to assess eligibility, competitiveness, and feasibility before proceeding with a full application.

Eligibility and Feasibility Assessment

Our team begins by carefully reviewing the grant program guidelines, including eligibility criteria, application instructions, and evaluation or scoring methodology. We analyze all key program components, such as project eligibility, applicant requirements, match obligations, and timeline constraints, to confirm alignment with the Utilities Department priorities before investing time in the application process.

Pre-scoring and Early Assessment

Next, we perform a preliminary scoring assessment based on the grant's published evaluation criteria. This pre-scoring process helps forecast the City's likelihood of success and identifies ways to strengthen the application. For competitive programs, the analysis may include:

- ▶ Environmental and permitting constraints
- ▶ Mapping of service areas or target population
- ▶ Consistent with federal or state priorities
- ▶ Readiness of engineering documentation
- ▶ Local benefit and impact metrics

This directly supports the City's need for an informed early determination of competitiveness. This pre-scoring also allows GrantWorks and the City to refine project design and documentation in ways that will maximize scoring potential while remaining aligned with the City's goals.

GrantWorks evaluates the status of design, permitting, cost estimates, community engagement, match availability, and capacity to meet long-term administrative requirements. Any gaps are identified, and recommendations are provided to help the City strengthen readiness.

2.3.2 Pre-scoring and Assessment Findings

After completing the pre-scoring, our team will meet with the City to review assessment findings, discuss potential risks, and jointly determine whether to proceed, ensuring resources are used efficiently. If the preliminary results indicate a strong likelihood of funding, GrantWorks will recommend that the City proceed with full application development. Conversely, if the pre-score indicates a low probability of success, the City can make an informed decision to redirect efforts toward more competitive programs, saving time and resources.

2.3.3 Next Steps and Action Items

If a City's project is not yet grant-ready, GrantWorks will provide clear, actionable next steps to position the City for future success, including engineering needs, documentation requirements, timing changes, or interagency coordination so the City can determine the optimal timing for future applications. This systematic, transparent approach ensures that every opportunity pursued is realistic, high-value, and aligned with the City of Laredo's immediate and long-term water and wastewater infrastructure goals.

2.3.3 Grant Funding Report

Within two to three weeks, the team compiles findings, verifies eligibility requirements, and prepares the draft Grant Funding Report for City review. The Grant Funding Report is the key deliverable produced from GrantWorks' comprehensive grant research and assessment process. This customized report serves as a strategic roadmap for the City of Laredo, summarizing all active and upcoming funding opportunities that align with the City's identified priorities, project needs, and organizational capacity. Designed to be both practical and actionable, the report will help City leadership make informed decisions about which programs to pursue and when.

The Grant Funding Report provides City officials with a clear, data-driven overview of available grant opportunities at the federal, state, and regional levels. It allows decision-makers to quickly compare options, understand program requirements, and plan for funding cycles. By distilling complex funding information into a concise, easy-to-navigate format, the report saves staff time and ensures that resources are directed toward the most promising and attainable opportunities.

The Grant Funding Report serves as a strategic roadmap and includes:

- ▶ **Executive Summary:** High-level overview that outlines key opportunities, major findings, and recommended short- and long-term strategies.
- ▶ **Funding Opportunity Profiles:** Detail grant descriptions, eligibility requirements, match obligations, deadlines, evaluation criteria, competitiveness considerations, and links to federal or state guidance.
- ▶ **Readiness and Feasibility Analysis:** An evaluation of the City's capacity to compete successfully based on design status, match availability, environmental readiness, and staff.
- ▶ **Recommended Action Plan:** Prioritized list of short-term and long-term funding opportunities based on project needs, timing, competitiveness, and likelihood of award, including recommended application windows.
- ▶ **Supporting Appendices:** Additional data such as demographic analysis, funding charts, GIS mapping, and project alignment matrices.

In accordance with Laredo's scope of work, the Grant Funding Report is treated as a living document. GrantWorks will update it regularly as:

- ▶ Funding announcements are released or modified
- ▶ City priorities shift

- ▶ Project readiness improves
- ▶ Application cycles change

This ensures the City always has the most current information to guide decisions and pursue funding strategically.

GrantWorks’ Approach to Grant Writing

GrantWorks brings extensive, proven expertise in developing competitive grant applications for municipalities across Texas, including water, wastewater, transportation, public safety, economic development, parks, and community development initiatives. For the City of Laredo, our approach directly aligns with the City's defined scope of work by combining strategic planning, stakeholder engagement, technical accuracy, and full compliance with all program requirements.

GrantWorks understands that successful grant writing requires more than technical proficiency; it demands a coordinated process that aligns City priorities with funder objectives, demonstrates community impact, and ensures the application meets all administrative, financial, and regulatory expectations. We have secured millions of dollars in awards from competitive federal and state sources. This experience equips us to support the City of Laredo in preparing high-quality, fundable applications for complex infrastructure and community-focused projects.

2.4.1 Application Initiation

Once a viable funding opportunity is identified through the City's grant research pipeline, GrantWorks will initiate the application development process in close collaboration with City Utilities Department staff. Consistent with the City's scope of work, we will:

- ▶ Organize and facilitate an application initiation meeting with City staff, project engineers, and key stakeholders.
- ▶ Define roles, responsibilities, and communication protocols to ensure a coordinated effort throughout the application period.
- ▶ Work with the City to refine project goals, objectives, scope, timelines, and expected outcomes, ensuring alignment with program requirements and community needs.
- ▶ Develop a detailed project plan and schedule that outlines milestones, task assignments, and deliverables for all participants.

This structured approach ensures the project concept is fully developed before writing begins, reducing rework and improving competitiveness.

2.4.2 Project Optimization

GrantWorks will facilitate scope and strategy meetings to optimize the project for competitiveness and alignment with the City's priorities. During this stage, we will:

- ▶ Develop a fully detailed project proposal outlining objectives, work components, beneficiaries, budget needs, and expected outcomes.
- ▶ Coordinate with engineers to ensure project design, technical elements, and cost estimates meet funding program expectations.
- ▶ Tailor project parameters to maximize scoring under the program's evaluation criteria.
- ▶ Conduct or support community engagement activities—including public meetings or hearings—if required for eligibility or competitiveness.
- ▶ Identify risks, permitting requirements, environmental considerations, and any prerequisite activities affecting application readiness.
- ▶ For HUD-related applications, clearly identify intended beneficiaries and demonstrate benefits to low-to-moderate income (LMI) or disadvantaged communities.

Through this optimization process, GrantWorks ensures the proposed project is strategically positioned to compete successfully.

2.4.3 Budget Development

GrantWorks grant writers will work closely with City departments, project engineers, and finance staff to prepare a complete and accurate grant budget. This includes:

- ▶ Developing detailed cost estimates for construction, engineering, personnel, equipment, supplies, and contractual services.
- ▶ Ensuring all budget elements are eligible under the grant program's requirements.
- ▶ Identifying match or cost-share obligations and assisting the City in planning for local contributions.
- ▶ Preparing budget forms, schedules, and narratives required by the funding agency.

The goal is to provide a transparent, defensible budget that aligns with the project scope and withstands agency review.

2.4.4 Application Development

Using the optimized project scope and verified budget, our grant writers will prepare a complete, compelling, and compliant application package. This includes:

- ▶ Drafting a clear and persuasive project narrative addressing community needs, project justification, goals and outcomes, methodology, implementation plan, evaluation, and long-term sustainability.
- ▶ Researching and compiling demographic, environmental, engineering, and financial data to strengthen the proposal.
- ▶ Preparing required attachments—including maps, exhibits, graphics, photos, project schedules, beneficiary data, and engineering documentation.
- ▶ Developing templates for letters of support and coordinating with partner agencies, community groups, and elected officials to secure them.
- ▶ Completing all application forms and documentation required by the grant program.

GrantWorks ensures that every narrative section and technical component directly aligns with scoring criteria, enhancing the City's competitiveness.

2.4.5 Review, Edit, and Quality Assurance

GrantWorks applies a rigorous, multi-level review process to ensure that every application submitted for the City of Laredo is accurate, polished, and fully compliant. This includes:

- ▶ Comprehensive editorial review for clarity, consistency, and responsiveness to program requirements.
- ▶ A three-tier internal quality control process reviewing narrative content, data accuracy, budget coherence, and engineering alignment.
- ▶ Proofreading and formatting to ensure the application meets all agency standards and submission protocols.

This thorough approach significantly reduces risks of technical disqualification and strengthens overall application quality.

2.4.6 Submission and Follow-Up

GrantWorks will assist the City in submitting the complete application through the designated platform or process, ensuring all deadlines and formatting requirements are met. After submission, we will:

- ▶ Request and confirm formal receipt of the application from the funding agency.
- ▶ Monitor the agency's review process and provide timely responses to requests for clarification, supplemental documentation, or revisions.
- ▶ Maintain communication with City staff regarding all interactions with the funding agency.

This post-submission support ensures that the City of Laredo remains informed and that the application moves smoothly through the review and award process.

GrantWorks is capable of and ready to provide comprehensive administration and fully compliant implementation of the City's grant-funded construction activities. Based on the qualifications and experience we provide in this section, we respectfully request the City's consideration of GrantWorks to provide grant administration services under all identified programs and project types. Program setup steps include:

- ▶ Establish an administrative framework (i.e., Communication Protocols, Policies and Procedures, Recordkeeping and Document Management System, GW20/20 Grant Management Platform)
- ▶ Assess internal procedures and processes related to financial management, recordkeeping/document management, and procurement for capacity and compliance, and help establish and maintain financial processes that comply with state and federal regulations.
- ▶ Review the existing Procurement Policy (2 CFR 200.318(a)) and make any updates accordingly.
- ▶ Provide policy guidance and operational templates (as needed) for key compliance considerations such as procurement, financial management, labor standards, environmental clearance, and URA/acquisition procedures.
- ▶ Develop compliance and monitoring procedures and protocols that are risk-based, collaborative, and consistent with state/federal requirements.

Throughout the grant management process, it is essential to maintain open communication among the project team and the administering agency, adhere to all regulatory requirements, and diligently document all activities and expenditures related to the grant-funded projects. Failure to comply with regulations and reporting requirements can result in compliance issues and potential funding clawbacks.

We strive to be communicative, cooperative, informed, and active members of your project team. We use detailed document tracking systems and collaborate daily to keep activities on track, on time, and within budget. GrantWorks will guide and assist with financial management, recordkeeping, procurement, environmental clearance, reporting, compliance monitoring, construction oversight, labor standards monitoring and documentation, contract closeout, and other aspects of implementation. Our administrative support includes preparing all required forms, notices, and agenda items. Core tasks associated with grant management and funding administration include the following steps.

2.5.1 Project Management

The project management team includes experts in procurement and bidding, contractor coordination, financial management, regulatory compliance, and other disciplines relevant to the specific funding type. We use detailed document tracking systems and collaborate daily to ensure that projects are on track. GrantWorks will guide and assist the City with financial management, recordkeeping, environmental clearance, acquisition, contract closeout, and other aspects of program implementation. We support scope changes and reporting, and prepare and provide all forms, notices, and agenda items in advance.

Our team will help you create a well-run, efficient, and successful community development program that complies with all state and federal reporting requirements. The GrantWorks Team understands that communication is vital to any successful project. We can regularly update City officials, staff, and the public. Consistent communication and transparency help stakeholders understand the program's status, helping them feel more confident about the overall process.

- ▶ Manage and coordinate the completion of all project activities, including recordkeeping and administration, financial management, procurement, compliance assurance, environmental review, construction oversight, labor standards monitoring, and project closeout.

- ▶ Maintain regular contact with the project team, including project engineers, local points of contact, construction contractors, the City, and other relevant parties.
- ▶ Track and document all grant expenditures, ensuring compliance with budgetary guidelines and allowable costs.
- ▶ Regularly monitor project progress and outcomes to assess adherence to established timelines and performance targets.
- ▶ Coordinate and prepare progress reports and other required updates regarding project status.
- ▶ Prepare and submit quarterly reports and other required updates.
- ▶ Track inquiries regarding grant progress and completion dates.
- ▶ Provide dashboard reports as needed.

2.5.2 Financial Management

We ensure local government recipients establish and maintain financial processes that comply with state and federal regulations. As part of that, we create and maintain a grant ledger and help the City establish and maintain a reporting and recordkeeping system so that you can keep physical and digital copies of all documents locally. Our recordkeeping methods consistently receive high marks from state and federal monitors.

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 avoid issues that may result in questioned costs or audit concerns and to resolve any identified problems as quickly as possible.

- ▶ Help manage grant funds, including submitting required forms and letters to the administering agency.
- ▶ Assist with financial management, including reviewing and processing all invoices, contracts, and change orders from the project engineer and construction contractors.
- ▶ Review invoices and support documentation for program eligibility and benchmark conformance, and confirm that quantities match contracts.
- ▶ Assist in reviewing solutions to resolve unexpected cost overruns, construction activities, or location changes, or other issues affecting the project's eligibility and status.
- ▶ Facilitate milestone payments and verify milestones are met before payment is made.
- ▶ Track invoice submittal and payment processing.
- ▶ Assist with developing fraud prevention and abuse practices.
- ▶ Maintain audit-ready financial documentation of project-associated pay requests.

2.5.3 Recordkeeping and Administration

Establish project files in our GW20/20 grant management system to track and report ongoing grant administration activities following award terms. This includes tailoring the interface to accommodate project scope, schedule, and budget details, City operating conventions, and specific grant requirements such as financial, recordkeeping, procurement, and compliance protocols.

- ▶ Establish and implement a project closeout plan that supports maintaining audit-ready project files.
- ▶ Prepare forms, notices, agendas, etc.
- ▶ Assist in responding to Requests for Information and other correspondence.
- ▶ Submit contract extensions and/or amendment requests when needed.
- ▶ Maintain contracts, files, correspondence, etc., in the document management system.
- ▶ Maintain and update the GW20/20 database and data management system.
- ▶ Collect and compile data from various sources to create comprehensive datasets.
- ▶ Create, generate, and distribute required reports to the City, the administering state or federal agency, and relevant stakeholders.

2.5.4 Environmental Review

- ▶ Determine the necessary level of review.
- ▶ Coordinate with local officials, engineers, and other project team members.
- ▶ Participate in progress meetings.
- ▶ Consult with regulatory agencies.
- ▶ Attend site visit(s) as necessary.
- ▶ Complete required environmental review forms and supporting documentation.
- ▶ Prepare and publish public notices.
- ▶ Draft responses to public comments.
- ▶ Coordinate the procurement of specialized services, if necessary.
- ▶ Perform and/or oversee any required re-evaluations.

2.5.5 Procurement and 2 CFR 200 Support

The GrantWorks Team has a wealth of institutional knowledge and well-established procurement and contracting procedures compliant with 2 CFR 200. GrantWorks has experience in all aspects of the procurement process.

Our procurement specialists can guide City staff to develop procurement packages that meet program specifications and comply with local, state, and federal requirements. Working backward from the targeted construction package Notice to Proceed (NTP) dates, we coordinate with all parties to set the targeted dates for contract award, bid opening, pre-bid meeting, bid advertisement, and the issuance of advance bid notices. These milestone dates are captured in our master schedule and are updated to reflect progress.

Our staff develop compliant procurement documents to assist clients in securing engineers, environmental firms, specialized environmental services, multiple construction contractors, IT specialists, and other services needed to complete grant management requirements successfully. Services include:

- ▶ Analyze grant-related purchase requirements and recommend the appropriate procurement method and contract type in conformance with 2 CFR 200.317.326 requirements.
- ▶ Review the City's procurement policies and any project-related procurements performed to date (engineering, etc.) and offer advice on where findings may conflict with federal or state standards for eligibility, allowability, allocability, and compliance.
- ▶ Assist in developing appropriate solicitation(s) for grant-related services (architect, engineer, environmental, construction, surveying, etc.).
- ▶ Coordinate with the City and engineer to establish, implement, and document the contractor selection process, including documenting state clearances and federal debarment checks, and review of bid alternates.
- ▶ Assist with the preparation of bid documents and monitoring of the bid process for state and federal compliance, including bid advertising, tabulation, and award procedures.
- ▶ Support the bid opening and review process.
- ▶ Provide input on award recommendations.
- ▶ Help draft and issue Notice to Proceed to selected contractors.
- ▶ Review contracts for federal and state grant compliance.

2.5.6 Compliance and Monitoring

- ▶ Oversee the implementation of funds, adhering to all relevant federal regulations, guidelines, and requirements.
- ▶ Keep current with all state and federal regulations and agency guidance governing the use and administration of grant funds.
- ▶ Ensure any subrecipients understand and adhere to regulations and requirements.
- ▶ Monitor and verify the accuracy and completeness of documentation related to grant-funded activities, including budgets, financial records, progress reports, and compliance with income eligibility requirements.
- ▶ Attend on-site monitoring visits by state or federal agencies.

- ▶ Draft written responses to monitoring activities as needed.

2.5.7 Construction Management/Oversight

Our project managers have extensive experience reviewing contract/bid packages for compliance, monitoring contractor performance, reviewing change orders, and processing construction pay estimates. The GrantWorks Team also has a long history of providing our clients with contract development assistance. We will use this expertise to review construction contracts, ensure compliance with state and federal requirements, and contain the required contract provisions.

- ▶ Schedule and facilitate a Pre-Construction Conference, if requested, with the project team to review project details, define expectations, clarify project roles, identify and mitigate potential risks, review schedules and budgets, and prepare minutes.
- ▶ Provide project engineers with instructions and form packets so they know upfront what information the administering agency requires.
- ▶ Review plans, bid documents, and change orders for compliance with regulations and conformance with the state or federal contract.
- ▶ Process change orders, get approval from the City and the project engineer, and submit them before execution by the construction contractor.
- ▶ Participate in bid analysis and review of contract documents.
- ▶ Evaluate construction progress activities against the established budget, scope, schedule, and 2 CFR 200.
- ▶ Provide advice and technical assistance to City personnel on project implementation and regulatory matters.
- ▶ Verify milestone payment requests.
- ▶ Obtain the Certificate of Construction Completion/Final Wage Compliance Report and submit it to the administering state or federal agency.

2.5.8 Labor Standards

GrantWorks can monitor compliance with equal opportunity and labor standards provisions (including on-site employee interviews, review of all contractor payrolls, wage determination, calculation of wage restitution, etc.). We will accomplish construction monitoring through routine but random visits to work sites, interviewing on-site staff, filing reports, and reporting to the City. We will achieve much of this compliance monitoring during visits to monitor, evaluate, and report the contractor's performance. In addition to unscheduled site visits, the team will complete on-site progress inspections for quality assurance compliance, certify partial payment requests and review, recommend, and process any change orders as needed.

- ▶ Assist or act as local labor standards officer.
- ▶ Establish the appropriate wage determination and include it in the bid documents and specifications.
- ▶ Obtain any additional classification and/or wage rates.
- ▶ Resolve any discrepancies found through the interviews.
- ▶ Document records of employee interviews.
- ▶ Initiate actions required for any wage restitution actions, including notifications, computations, and certified payroll corrections. Ensure the contractor makes appropriate corrections to payroll documents.
- ▶ Prepare final labor reports.
- ▶ Monitor construction contractors to ensure compliance with Section 3, DBE, and other equal opportunity requirements and prepare contractor and subcontractor reports.
- ▶ Establish procedures to document expenditures associated with local construction of the project (if force account is applicable).

2.5.9 Real Property Acquisition

- ▶ As needed, provide technical guidance for real property acquisition under the Uniform Relocation Act of 1970.
- ▶ Gather ownership documentation for City-owned property and right-of-way.

- ▶ Coordinate with the City and project engineer to determine the necessary method(s) to acquire real property.
- ▶ Oversee or coordinate appraisal activities to determine the fair market value (including any necessary easements or rights of way) of properties to be acquired.
- ▶ Prepare correspondence and assist in negotiations with property owners.
- ▶ Ensure property owners, tenants, and other affected parties (if any) receive proper and timely notification of their rights under URA regulations, including their eligibility for relocation assistance.
- ▶ Coordinate the clear passage of the title to the City.
- ▶ Prepare and submit the required forms and acquisition reports to the administering agency.

2.5.10 Project Closeout and Audit Support

- ▶ Provide audit technical assistance and general support throughout the period of performance.
- ▶ Provide the auditors with audit guidelines and attend any scheduled state or federal audit visits.
- ▶ Prepare all documentation to respond to any audit or closeout inquiries. Assist in working with state or federal agencies to resolve monitoring, audit findings,
- ▶ Perform internal reconciliation of project files and records.
- ▶ Assist the City in closing out grants and third-party claims within 90 days of completion.
- ▶ Ensure all grant funds are expended and accounted for at the project's end.
- ▶ Validate completion of all project milestones and deliverables by performing a thorough file audit and finalizing project checklists utilizing the GW20/20 grant management system.
- ▶ Prepare the final Project Completion Report, which includes the Minority Business Report, Monthly Employment Utilization Report, Private Business Employment Report (if applicable), documentation of Fair Housing activities, and Certificate of Completion.
- ▶ Prepare the Closeout Report Package, including final cross-cutting program/project reports, financial and performance milestones and metrics, environmental, acquisition, procurement, construction management, labor monitoring, and final project and project expenditure reports.
- ▶ Archive hard copy and electronic files and maintain records.

GrantWorks’ Experience and Responsiveness

GrantWorks has a proven, decades-long track record of delivering grant applications, reports, and contract-required deliverables on time and in full compliance with federal, state, and local requirements. Across thousands of successfully administered grants, including major federal programs such as EPA, FEMA, EDA, USDA-RD, TWDB, HUD CDBG-DR/MIT, and Texas statewide funding programs, our team consistently meets or exceeds client deadlines, even under accelerated timelines, complex grant conditions, or evolving regulatory requirements. Our internal quality-control processes, milestone tracking systems, and standardized workflows ensure that every submission undergoes multiple reviews and is delivered accurately, professionally, and on schedule.

Responsiveness to clients is a core value of GrantWorks’ service model. Each engagement is supported by a dedicated project manager and subject matter specialists who provide clear, timely communication; rapid turnaround on requests; and proactive updates to keep clients fully informed of project status. We prioritize same-day or next-day responses to City questions, document requests, and emerging issues, and we maintain the staffing depth needed to immediately support urgent or time-sensitive grant opportunities. GrantWorks’ commitment to accessibility is demonstrated through regular coordination meetings, real-time communication channels, and prompt availability for in-person or virtual discussions as requested by the City of Laredo Utilities Department.

This longstanding commitment to timeliness and responsiveness has enabled our clients to secure billions of dollars in funding while maintaining audit-ready documentation and strong compliance performance. GrantWorks will bring the same disciplined, reliable, and client-focused approach to support the City of Laredo in meeting critical water and wastewater infrastructure priorities.

GrantWorks is recognized statewide and nationally for delivering consistently high-quality grant research, application development, and grant administration services that meet the highest professional, technical, and regulatory standards. Our work is grounded in rigorous quality-control processes, data-driven analysis, and a comprehensive understanding of water and wastewater funding programs. Every deliverable we produce, whether a grant application, funding analysis, readiness assessment, compliance report, or financial record, is developed through structured internal reviews led by experienced project managers, technical editors, and subject matter experts to ensure accuracy, clarity, completeness, and full compliance with program requirements.

Our clients rely on GrantWorks because the quality of our work directly translates to funding success. GrantWorks has secured billions of dollars for Texas communities by producing competitive, persuasive, and highly scored applications that are well-organized, evidence-based, and aligned with agency scoring criteria. Our research products are customized to each client and designed to be clear, actionable, and easy for decision-makers to use. During administration, we maintain meticulous documentation, audit-ready records, and transparent reporting that withstand federal and state reviews.

The high quality of GrantWorks' work is rooted in our team's extensive technical capabilities in utilities planning, regulatory compliance, engineering coordination, environmental requirements, financial analysis, community engagement, and long-term grant lifecycle management. We integrate these strengths into every phase of service delivery, ensuring that the City of Laredo receives accurate, strategic, and dependable work products that directly support funding success and long-term water and wastewater infrastructure goals.

16 *Public Health and Community* 1998

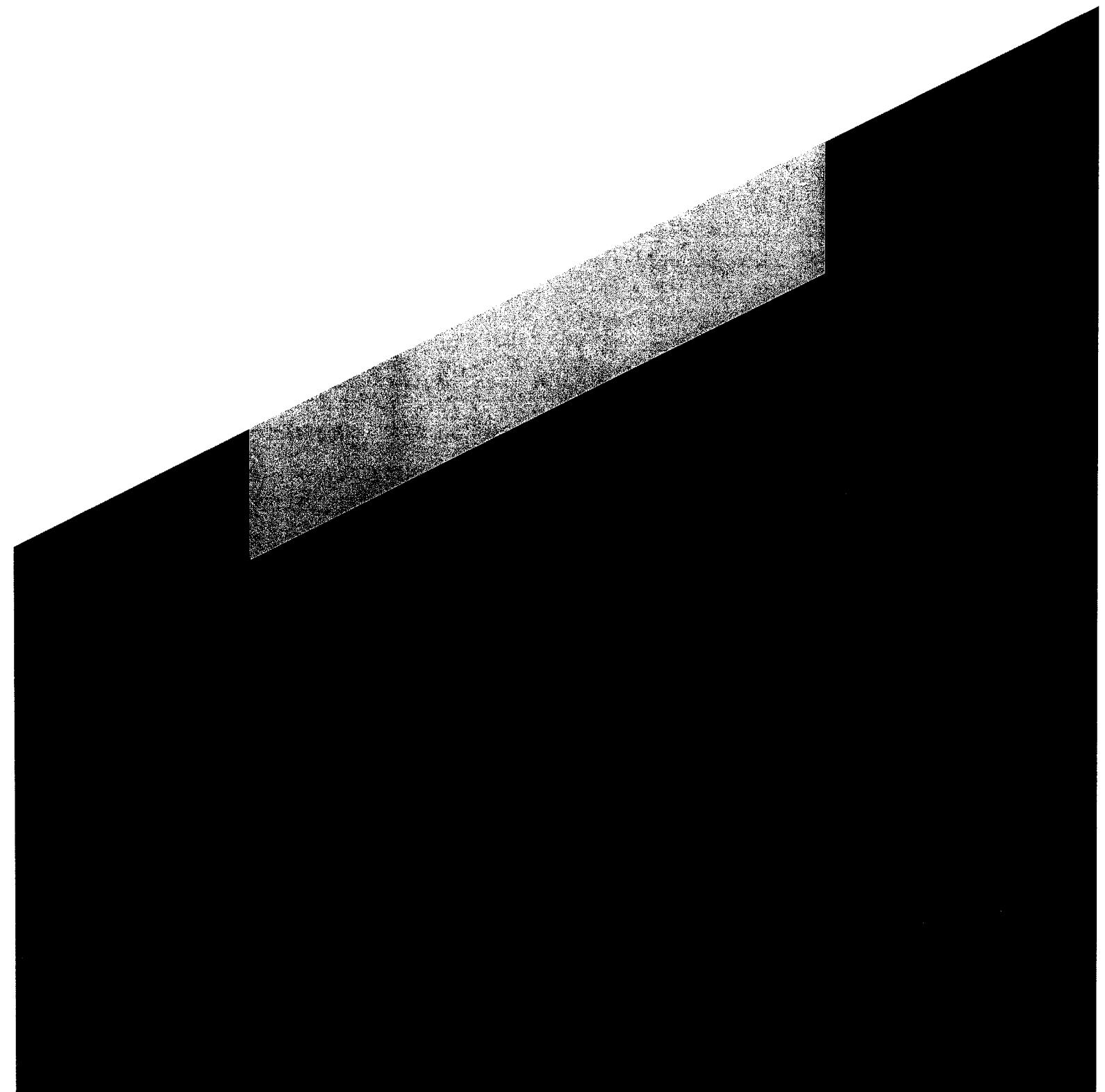
GrantWorks has a long-standing record of successfully securing and managing grant funding for municipalities, counties, and state agencies, with billions of dollars in awards across federal, state, and philanthropic programs. Our team's experience spans a wide array of funding sources, including EPA, TWDB, USDA, FEMA, EDA, DOE, HUD, TCEQ, and other state and regional programs, with a focus on water and wastewater infrastructure, utilities planning, environmental compliance, and capital improvement projects.

We consistently achieve successful project delivery by integrating strategic planning, technical expertise, and rigorous compliance monitoring throughout the grant lifecycle. Our project management approach emphasizes milestone tracking, proactive problem-solving, and frequent communication with clients and stakeholders, ensuring that projects are completed on schedule, within budget, and in compliance with all applicable federal, state, and local regulations, including 2 CFR Part 200.

GrantWorks' compliance record demonstrates our commitment to accountability and audit-readiness. Our projects regularly receive minimal to no monitoring findings, and when recommendations are issued, we respond quickly and effectively to ensure corrective actions are implemented promptly. Our audit support includes complete documentation, review of expenditures and invoices, verification of procurement compliance, and preparation of final reports to satisfy funding agency requirements.

By combining a strong track record of grant awards with disciplined administration and proactive compliance oversight, GrantWorks delivers measurable results for our clients, reduces the risk of audit findings, and ensures the long-term sustainability of grant-funded water and wastewater infrastructure projects. We will bring the same proven approach to the City of Laredo, maximizing funding success while safeguarding regulatory compliance.

CAPACITY TO PERFORM



SECTION 3 – CAPACITY TO PERFORM

As a leading provider of grant management services for local governments, GrantWorks has the staff and capacity to mobilize quickly to complete multiple simultaneous large- and small-scale projects with varying scopes of work. We are here to provide grant writing and management services as needed by the City. **Figure 10** shows the benefits of selecting the GrantWorks Team.

Our capacity extends to the number and the quality of staff we bring to the table. GrantWorks hires and retains skilled and experienced employees, which allows the focus to remain in support of the City. Our strong community connections give us the capacity and expertise to execute these services immediately. Our staff believes in teamwork—the ability to work together toward one shared vision—your vision.

Our knowledgeable staff works closely with all stakeholders to satisfactorily complete each project as required. This highly skilled team can quickly and effectively implement the services described in this RFP, and we are confident that we can add the capacity needed for execution.

Figure 10: Why the City of Laredo Should Select the GrantWorks Team

GRANTWORKS KEY BENEFITS – WHY SHOULD THE CITY OF LAREDO SELECT US?

- A dedicated team of professionals with extensive knowledge of grant administration and grant programs. ✓
- Proven success and experience working with state- and federal-level agencies to facilitate funding, manage necessary changes to scope and schedule, and deliver fully compliant grant management services. ✓
- Comprehensive in-house support specializing in compliance, GIS/mapping, environmental services, procurement, labor standards, URA/acquisition, construction oversight, draw requests, and technology. ✓
- Expert knowledge and understanding of related federal statutes and regulations (2 CFR 200, URA, Fair Housing, etc.) ✓
- Advanced technical expertise in delivering infrastructure and planning projects for facilities, water supply and resources, streets and roads, bridges, waste management, flood mitigation, housing reconstruction, and economic revitalization. ✓
- Skilled in navigating and implementing local codes and ordinances (zoning, floodplain, permitting, building codes) ✓

3.1.1 Organization Chart

We have provided an organizational chart for the GrantWorks Team, as shown in **Figure 11**. Upon contract award, our Project Manager, Gustavo Jimenez, will work with Natalie Gonzales and others for the Funding Needs Assessment to determine the City's specific needs, challenges, and opportunities to ensure alignment with the most appropriate funding initiatives and program sources.

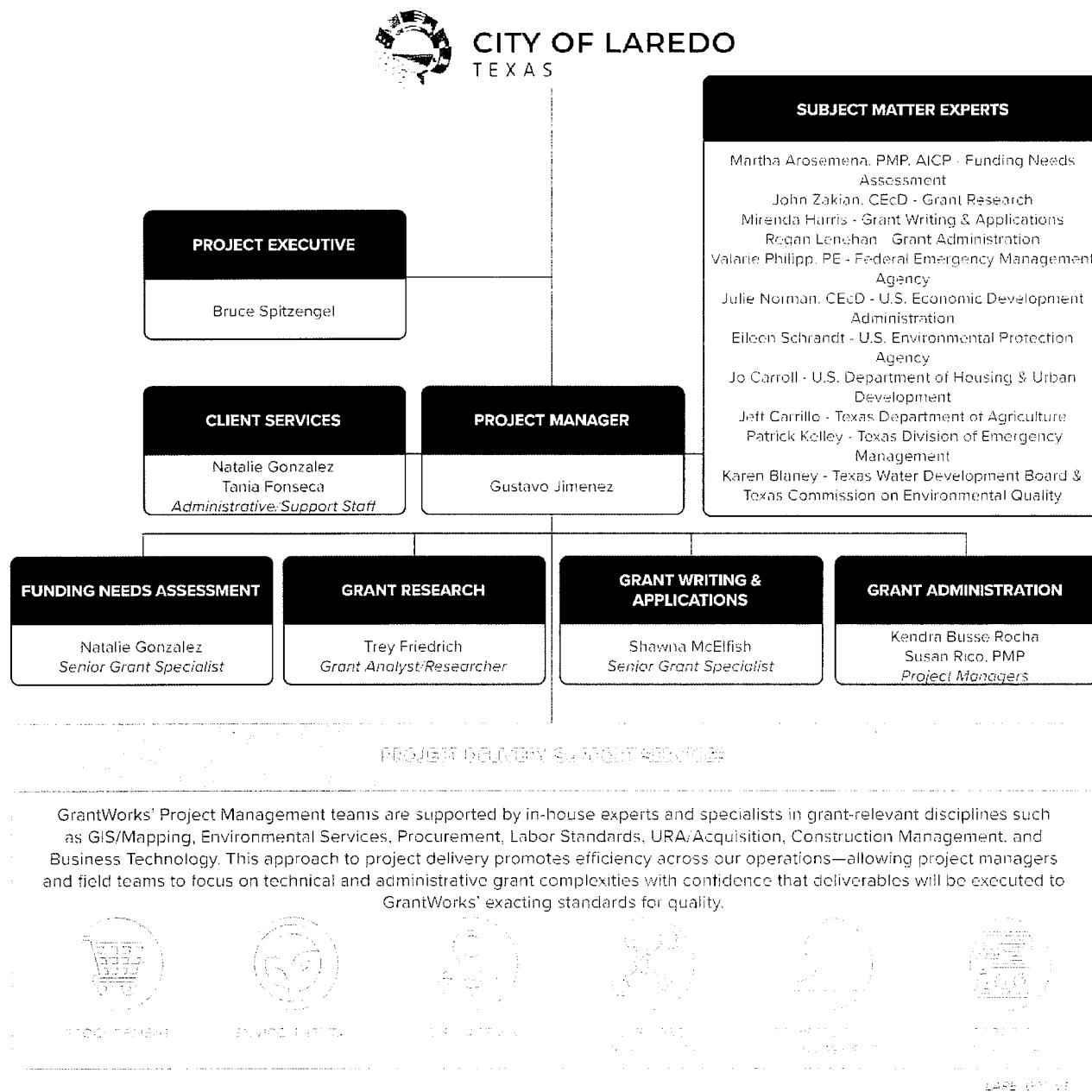


Figure 11: The GrantWorks Team's Organizational Chart for Funding Needs Assessment, Grant Research, Writing, and Administration Services

3.1.2 Key Staff Biographies

The GrantWorks Team assigned to the City of Laredo's Grant Research, Application Preparation, and Grant Administration Services is composed of highly experienced professionals with expertise in needs assessments, grant research, application preparation, grant administration, and project management. The team brings extensive knowledge of federal, state, and local funding programs, as well as certifications and other relevant professional credentials. With a proven record supporting municipalities, counties, and state agencies, the GrantWorks Team combines technical proficiency, regulatory compliance expertise, and strategic project management skills to ensure that all projects are delivered efficiently, on schedule, and in full compliance with applicable requirements.

Our team leaders 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 our project manager. Our subject matter experts (as needed), senior grant specialists, grant analysts/researchers, compliance specialists, and administrative/support staff provide expert/specialty services such as procurement, construction management, planning, environmental, labor standards, and GIS/mapping support. The organizational chart in **Figure 11** and the short bios in **Figure 12** describe only a few of our available staff who can provide support services to ensure that all projects comply with the City's requirements.

Figure 12: The GrantWorks Team's Key Personnel Professional Qualifications.

PROFESSIONAL QUALIFICATIONS



Bruce Spitzengel – Project Executive

MA, Urban Geography & City Planning, Kansas State University, Manhattan, KS

BA, Liberal Arts, Kansas State University, Manhattan, KS

Bruce Spitzengel will ensure that our Project Manager has all the necessary resources to complete all assignments and tasks under this contract to the satisfaction of the City's leadership. Bruce 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 250+ employees in 20 offices, and 79 field locations, with headquarters in Austin, Texas. GrantWorks is one of the most successful providers of local government grant services in Texas due to Bruce's expertise in state and federal grant funding. Under Bruce's leadership, GrantWorks has grown to 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 managed over \$12 billion in grant funding for 720+ local government clients.

Gustavo Jimenez – Project Manager

BB, Entrepreneurship, Baylor University, Waco, TX

Gustavo Jimenez is a Project Manager with over 15 years of experience leading complex workforce and community development projects across Texas. Projects include Texas CDBG, CDBG-DR, and CDBG-MIT projects funded by local, state, and federal grant programs administered by the Texas Department of Agriculture, Texas General Land Office, and Texas Water Development Board. Bilingual in English and Spanish, he brings expertise in performance management, data analysis, quality assurance, technical assistance, and fostering community partnerships. Gustavo oversees multiple state- and federally funded projects at all stages of implementation, managing budgets, contractors' pay estimates, professional service invoices, and payment thresholds, while reviewing applications, demographic surveys, maps, and environmental assessments to ensure compliance with regulatory and grant requirements. He regularly engages with local officials, engineers,

Figure 12: The GrantWorks Team's Key Personnel Professional Qualifications.

PROFESSIONAL QUALIFICATIONS



contractors, and state agencies, facilitates public meetings, and presents project updates to elected bodies, tracking milestones and deadlines such as reports, contract amendments, and grant-specific requirements. Gustavo interprets government regulations, provides technical guidance, and supports programmatic decision-making to maximize community impact, ensuring projects are completed on time, within budget, and in alignment with program objectives.

Natalie Gonzalez – Client Services & Funding Needs Assessment Senior Grant Specialist

Coursework, Education & Political Science, Del Mar College, Corpus Christi, TX

Coursework, Business & Marketing, University of Texas at San Antonio, San Antonio, TX

Natalie Gonzales brings 15 years of customer service and client relations experience to her role as Client Services Manager and Grant Funding Needs Assessment Task Lead. She leads a team of Client Services Directors and Managers in establishing and maintaining strong relationships with municipal and local government clients. Natalie works closely with communities to identify and develop eligible projects, conducting site visits, employee interviews, and meetings with local elected officials to ensure that project proposals align with community priorities. She routinely monitors state regulations, action plans, new legislation, application guides, manuals, and federal registers to stay current on emerging grant funding opportunities and program changes. Natalie identifies and assesses local government needs, coordinates project development meetings, and participates in relevant stakeholder engagements. Her deep understanding of client relationships, combined with her expertise in assessing funding needs, ensures that communities are positioned to pursue and secure the most appropriate and effective funding opportunities.

Tania Fonseca – Client Services Administrative/Support Staff

BS, Psychology, University of Texas Rio Grande Valley, Edinburg, TX

With 13 years of experience, Tania Fonseca is an experienced client-focused professional with a strong background in account management, sales, and stakeholder engagement across both government and private sectors. Tania specializes in building and maintaining relationships to support grant-related programs, ensuring effective communication and alignment between client needs and service delivery. She is skilled in public speaking and has successfully delivered presentations to a wide range of audiences, from business owners to public officials. Tania manages client relationships and supports the delivery of grant-related services across the Rio Grande Valley and Laredo regions. She identifies new business opportunities, engages with stakeholders across government and private sectors, and ensures effective communication throughout the grant process. She also coordinates with internal departments to gather and interpret documentation, assists with application and compliance activities, and represents the company at meetings, conferences, and community events.

Martha Arosemena, PMP, AICP – Subject Matter Expert: Funding Needs Assessment

MS, Community & Regional Planning, University of Texas, Austin, TX

BA, Anthropology & Spanish, University of Texas, Austin, TX

Martha Arosemena, AICP, PMP, has over 28 years of experience advising state and local governments on a wide range of regulatory compliance and program delivery matters. She has extensive experience in federal and state grant program management, with a focus on CDBG-DR program development and implementation, including compliance and monitoring. With over 20 years of experience in specific CDBG and CDBG-DR programs, Martha provides vital consultative, project, and program implementation, as well as technical assistance services to client communities engaged

Figure 12: The GrantWorks Team's Key Personnel Professional Qualifications.**PROFESSIONAL QUALIFICATIONS**

in the design and delivery of wide-ranging HUD-funded programs. Martha has been instrumental in managing a \$3.2 billion portfolio of 24 Hurricane Harvey CDBG-DR programs, which involve housing, infrastructure, economic revitalization, public services, and planning. Her experience encompasses federal policies and regulations, including 2 CFR 200, and she has successfully overseen the implementation of a diverse portfolio of HUD-funded housing and infrastructure projects and programs.

**John Zakian, CECd – Subject Matter Expert: Grant Research***MPA, Public Administration, Pace University, New York City, NY**BA, Government, Bates College, Lewiston, ME*

With 40 years of experience, John Zakian has held top executive positions in city and county government administration, grant consultancy, and nonprofit management. He specializes in city and county government operations, grant application, research, and management, capital project management and financing, post-disaster economic development strategy implementation, and non-profit capacity-building action and business plan development. John is a qualified and approved outside grant reviewer for five federal agencies and ten different grant programs, including the U.S. Department of Health & Human Services, U.S. Department of Labor, U.S. Department of Agriculture, U.S. Department of the Treasury, and the Small Business Administration. John also provides technical assistance for GrantWorks on disaster recovery, economic development, and revitalization projects. John holds Executive Program Certificates from Harvard University in Leadership, Public Sector Negotiation, and Senior Executive State and Local Government Management. He is a Southern Economic Development Council Research and Grant Advisory Committee member and a Certified Economic Developer by the International Economic Development Council (IEDC).

**Mirenda Harris – Subject Matter Expert: Grant Writing & Applications***BS, Sociology, University of Texas, Tyler, TX*

Mirenda Harris has 22 years of grant writing and 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 grant writing and 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. Mirenda is a TDA TxCDBG Certified Administrator.

**Regan Lenehan – Subject Matter Expert: Grant Administration***MS, City/Urban, Community & Regional Planning, University of Texas, Austin, TX**BA, Latin American Studies, Vassar College, Poughkeepsie, NY*

Regan Lenehan has 21 years of project management experience and deep expertise in federal and state community development programs. She oversees a team of Community Development Project Managers who collectively manage a portfolio exceeding \$100 million in CDBG-funded projects, including public infrastructure, private property rehabilitation, economic development, downtown revitalization, and disaster recovery/mitigation initiatives. Regan provides technical assistance and guidance on grants administered through the Texas Department of Agriculture and the Texas General Land Office, specializing in colonia construction, main street programs, and complex disaster

Figure 12: The GrantWorks Team's Key Personnel Professional Qualifications.**PROFESSIONAL QUALIFICATIONS**

recovery contracts. She has successfully managed over 75 federally funded projects from contract execution through closeout and has developed departmental policies, training programs, and quality control procedures to ensure project compliance and efficiency. Regan is recognized for her leadership in guiding communities through complex program requirements, protecting the rights of property owners, and delivering projects that strengthen local infrastructure and economic resilience.

Valarie Philipp, PE – Subject Matter Expert: Federal Emergency Management Agency*ME, Structural Engineering, University of Florida, Gainesville, FL**BS, Civil Engineering, University of Florida, Gainesville, FL*

Valarie Philipp, PE, is an experienced program and project management professional who leads, consults, and provides expertise to government and private non-profits through the emergency management cycle to secure successful outcomes from events and ensure resilience in the future. Valarie has over 20 years of experience supporting state, county, and municipal governments, healthcare providers, educational institutions, and non-governmental organizations with disaster preparedness, response, and disaster recovery, managing over \$1 billion in FEMA Public Assistance projects and coordinating FEMA Hazard Mitigation, CRF, American Rescue Plan Act, and U.S. Department of Health & Human Services funding streams, the majority being in Florida. She is a subject matter expert in grants management, debris management, cost recovery, closeouts, procurement compliance, appeals audit resolution, and planning and training initiatives. Valarie is a licensed PE in Florida and Georgia.

**Julie Norman, EdD, CEcD – Subject Matter Expert: U.S. Economic Development Administration***EdD, Educational Leadership, West Virginia University, Morgantown, WV**MBA, Human Resources, Marshall University, Huntington, WV**BBA, Business Administration, Marshall University, Huntington, WV*

Dr. Julie Norman, CEcD, brings over two decades of expertise in economic development planning and strategy implementation. As a Certified Economic Developer (CEcD), she has been instrumental in leading a broad portfolio of economic development initiatives across urban, rural, and disaster-impacted regions. Throughout her career, Julie has worked closely with local governments, nonprofit organizations, and private sector partners to develop comprehensive economic development strategies tailored to the unique needs and opportunities of each community. Her expertise spans workforce development, downtown revitalization, small business support, infrastructure, and planning. Julie's approach emphasizes stakeholder engagement, equity, and long-term impact, ensuring that planning efforts are inclusive and forward-thinking. As a project manager, Julie excels in coordinating complex, multi-agency projects from concept through implementation. She brings a strong background in grant management, strategic planning, and performance measurement. She has successfully secured and managed funding from federal, state, and philanthropic sources to support initiatives that drive job creation, business retention, and regional competitiveness.

Eileen Schrandt – Subject Matter Expert: U.S. Environmental Protection Agency*MSW, Social Work, University of California, Berkley, CA**BS, Psychology, Pennsylvania State University, State College, PA*

Eileen Schrandt is a creative and resourceful Senior Project Manager and Subject Matter Expert who focuses on identifying needs, finding solutions, and improving systems. Eileen joined GrantWorks in 2021 and has successfully managed and delivered two complex programs for the Galveston Housing Authority. She is passionate about new program development and excited to pivot her attention to

Figure 12: The GrantWorks Team's Key Personnel Professional Qualifications.**PROFESSIONAL QUALIFICATIONS**

the revived Congressionally Directed Spending program. As Project Manager for a Jacinto City Community Project Funding grant administered by the U.S. Environmental Protection Agency, she secured a match funding waiver for the City, relieving the 20% non-federal cost share requirement for the project. Eileen enjoys seeing projects through the planning, funding, implementation, and monitoring phases. She brings skills in stakeholder engagement, ensuring that communities and project partners are appropriately included in all aspects of project decision-making. Eileen is an experienced grant writer and has secured over \$15 million in federal, state, local, and foundation grants for housing, family support, workforce development, health, and early intervention prior to joining GrantWorks.

**Jo Carroll – Subject Matter Expert: U.S. Department of Housing & Urban Development***BS, Psychology, Texas A&M University, College Station, TX*

Jo Carroll is a nationally acclaimed HUD/CDBG/CDBG-DR expert with over 40 years of extensive leadership experience in local, state, and federal recovery programs. She is currently supporting the Sarasota, Volusia, and Pinellas Counties, as well as the cities of St. Petersburg and Bonita Springs, with their CDBG-DR-funded recovery efforts. Jo is a pioneer in CDBG-DR programs, providing executive and senior leadership for the first-ever CDBG-DR construction program in 2009. Jo has specialized in redeveloping housing, infrastructure, and public facilities, as well as developing and managing public service programs and assisting low-income and special-needs families. She earned recognition from HUD for "Best Practices" for Housing, Public Services, and Minority Business Participation. Beginning in 2009, Jo developed many processes, procedures, and documentation that are still used in CDBG-DR recovery programs today. Jo has specialized experience in city, county, and state government functions, plans, and strategies, as well as subrecipient management and program management. She utilizes proven and innovative best practices, combined with technical expertise, to collaborate with impacted communities and design and manage disaster recovery programs tailored to their specific needs.

Jeff Carrillo – Subject Matter Expert: Texas Department of Agriculture*MS, Community & Regional Planning, University of Texas, Austin, TX**BA, Fine Arts, University of Missouri, Columbia, MO*

With 11 years of grant administration experience, Jeff Carrillo supports communities in project implementation and provides expert guidance to the GrantWorks Community Development project management team. He manages a wide array of grants, including CDBG-funded programs such as community development, colonia improvements, and downtown revitalization through the Texas Department of Agriculture, as well as CDBG-DR and CDBG-MIT grants administered by the Texas General Land Office. Additionally, Jeff has extensive experience managing the Texas Department of Transportation, Transportation Infrastructure Fund Grants. Jeff has successfully guided federally funded grants through the entire administration cycle—from contract execution to state monitoring and final closeout. His portfolio includes projects in public infrastructure, private property rehabilitation, and disaster recovery. Throughout each project, Jeff emphasizes effective project management practices. He ensures that the quality of service provided to both internal teams and external stakeholders meets the highest standards, consistently achieving successful outcomes and regulatory compliance.

Figure 12: The GrantWorks Team's Key Personnel Professional Qualifications.

PROFESSIONAL QUALIFICATIONS



Patrick Kelley – Subject Matter Expert: Texas Division of Emergency Management

*27 Semester Hours, St. Anselm's College, Manchester, NH
30 Semester Hours NCO Leadership School, Elmendorf AFB, Alaska
14 Semester Hours, Alaska University, Elmendorf AFB, Alaska,
7 Semester Hours, San Antonio Junior College, San Antonio, TX*

Patrick Kelley brings 45 years of experience in emergency management across military, nonprofit, and local government sectors, with expertise in federal public assistance and mitigation programs. He has led large-scale projects exceeding \$6 million and directed mitigation activities across three Texas regions covering 174 counties and 1 million residents, including the installation of over 5,000 safe rooms in the Texas Tornado Belt. Skilled in disaster planning, crisis management, emergency operations, and public safety standards, Patrick has extensive experience developing hazard mitigation project applications, business continuity processes, and Benefit-Cost Analyses (BCAs). He currently serves as Hazard Mitigation Project Manager at GrantWorks, overseeing multiple projects funded by the Texas Division of Emergency Management and the Texas Water Development Board, managing both financial and technical aspects, ensuring compliance, and facilitating communication with local, state, and federal agencies. Patrick's prior roles include 12 years as the Assistant Hazard Mitigation Officer with TDEM and Director of Emergency Services for the American Red Cross, where he managed regional disaster response, mass care, and long-term recovery operations, demonstrating a proven record of leadership, program oversight, and strategic emergency planning.



Karen Blaney – Subject Matter Expert: Texas Water Development Board & Texas Commission on Environmental Quality

*MA, English, Pennsylvania State University, State College, PA
BA, English, Austin College, Sherman, TX*

Karen Blaney is a Senior Project Manager and Subject Matter Expert with over 20 years of experience leading complex disaster recovery, mitigation, and sustainability programs. She specializes in managing large-scale infrastructure projects, including wastewater treatment, stormwater drainage, coastal restoration, and utility resilience initiatives, with a cumulative portfolio exceeding \$300 million in CDBG-DR and CDBG-MIT-funded projects. Karen oversees a team of project managers and provides administrative and compliance guidance on environmental review, acquisition, budget, and scope amendments, procurement, and construction, ensuring adherence to 2 CFR 200 requirements. Her career highlights include managing \$5.8 million in Texas Water Development Board, Flood Infrastructure Fund projects for Willacy County, \$90.8 million Hurricane Ike/Dolly CDBG-DR recovery program for the City of Galveston, multiple FEMA Public Assistance and Hazard Mitigation projects across South Texas, and Texas Commission on Environmental Quality (TCEQ) RESTORE Act-funded ecosystem restoration and recreational tourism initiatives. Known for her strategic planning, technical acumen, and ability to coordinate multidisciplinary teams, Karen ensures the effective delivery of projects that enhance community resilience and long-term sustainability.

Figure 12: The GrantWorks Team's Key Personnel Professional Qualifications.**PROFESSIONAL QUALIFICATIONS****Trey Friedrich – Grant Analyst/Researcher***BA, Interdisciplinary Humanities, Florida State University, Tallahassee, FL*

Trey Friedrich brings a wealth of experience in delivering public sector solutions. With over three years of administrative experience in the public sector at Florida State University, his career is characterized by excellence in customer service, contract management, vendor relations, procurement, and state policy. Trey consistently navigates complex regulatory environments to deliver innovative solutions that meet the public sector's needs, ensuring projects are completed on time and within budget. In addition to his technical skills, Trey fosters collaborative relationships with stakeholders at all levels of the organization. His experience in procurement and state policy provides a deep understanding of government operations and compliance. Additionally, Trey has a Graduate Certificate in Emergency Management & Homeland Security and is a CDBG Certified Administrator.

**Shawna McElfish – Grant Writing & Applications Senior Grant Specialist***Coursework, Southwestern Adventist University, Keene, TX*

Shawna McElfish has over eight years of experience in grant writing, administration, and project management. Since joining GrantWorks in October 2019 as an Application Specialist, her strong leadership and technical expertise have led to her promotion to Director of Application Services in 2021. In this role, Shawna provides daily operational support and strategic guidance to a team of application specialists, ensuring the timely and accurate development of high-quality grant applications. She oversees the full lifecycle of the grant process—from identifying funding opportunities and preparing budgets to conducting regulatory compliance reviews and submitting competitive applications for infrastructure and capital improvement projects. Her responsibilities also include data collection, deadline tracking, and the preparation of detailed application materials to support client success. Shawna collaborates closely with municipalities, chambers of commerce, economic development corporations, and local organizations to develop projects eligible for various state and federal funding programs. Shawna applies her in-depth understanding of complex grant requirements to help communities secure funding that advances their development priorities. She is a TDA TxCDBG Certified Administrator.

**Kendra Busse Rocha – Grant Administration Project Manager***MBA, Business Administration, Texas A&M University, Corpus Christi, TX**BS, Bioenvironmental Sciences, Texas A&M University, College Station, TX*

Kendra Busse Rocha is a skilled project manager with six years of project management and grant administration experience. She specializes in overseeing public infrastructure and community development projects funded primarily through the Community Development Block Grant programs (CDBG, CDBG-DR, CDBG-MIT, and others) administered by the Texas Department of Agriculture, Texas General Land Office, and Texas Water Development Board. Kendra has managed over \$1 million in client funding and brings extensive knowledge of federal and state funding opportunities, project coordination, and web-based project management tools. Kendra coordinates complex infrastructure projects at various stages, including improvements to public water and wastewater systems, roads, drainage, buildings, parks, and housing, often in disaster recovery contexts. She collaborates closely with city and county officials, engineers, architects, construction contractors, and other stakeholders to ensure projects are completed efficiently, within budget, and in compliance with all technical, financial, and regulatory requirements. Her responsibilities include reviewing

Figure 12: The GrantWorks Team's Key Personnel Professional Qualifications.**PROFESSIONAL QUALIFICATIONS**

contractor pay estimates and engineering invoices, preparing quarterly reports and contract amendments, managing environmental review processes, and presenting project updates to elected bodies and the public.

Susan Rico, PMP – Grant Administration Project Manager

MS, Data Science, Syracuse University, Syracuse, NY

MEd, Kinesiology and Exercise Science, University of Texas at Austin, Austin, TX

BS, Kinesiology and Exercise Science, Texas State University, San Marcos, TX

Susan Rico, PMP, is a seasoned project manager with over 20 years of management experience in project coordination, grant administration, and federal program compliance. She oversees complex infrastructure projects funded primarily through the Texas Department of Agriculture, Texas General Land Office, and Texas Water Development Board from planning through closeout. She manages financials, reviews documentation, ensures regulatory compliance, and coordinates with local officials, contractors, and state and federal agencies. Previously, Susan served as an American Rescue Plan Act (ARPA) Project Manager, coordinating water, sewer, and broadband projects while streamlining grant application portals, and as a Data Analyst at the Texas Health and Human Services Commission, where she monitored nonprofit case management, conducted analyses, and ensured FEMA compliance. Her background also includes roles in healthcare, higher education, and the U.S. Army, providing expertise in training, personnel management, and operational oversight. She is a certified Project Management Professional (PMP), Certified Texas Contract Manager, and Certified Texas Contract Developer, fluent in English and Spanish, and recognized for her skills in contractual compliance, quality assurance, and customer service, consistently delivering timely, compliant, and impactful community development outcomes.

3.2.1 Workload

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 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, a compliance team, environmental, data management and reporting, procurement, construction management, and quality assurance specialists (**Figure 13**).

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



Figure 13: 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 progress.

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.

3.2.2 Staffing Levels

Figure 14 below illustrates the GrantWorks project team proposed for the City of Laredo, highlighting each staff member’s role, responsibilities, and percentage of time dedicated to City projects. This figure emphasizes the team’s capacity, expertise, and the structured allocation of staff resources to ensure efficient and compliant project management, grant administration, and funding strategy execution.

Figure 14: GrantWorks Project Team’s Proposed Roles and Time Commitment for City of Laredo Projects

NAME AND PROPOSED ROLE	CURRENT PROJECTS	LEVEL OF AVAILABILITY
Bruce Spitzengel Project Executive	► Available on an as-needed basis.	10%
Gustavo Jimenez Project Manager	► Available on an as-needed basis.	90%
Natalie Gonzalez Client Services Manager & Funding Needs Assessment Task Lead	► Client Services Manager and Funding Needs Assessment Services in Support of Clients Identifying and Pursuing Funding Opportunities that Align with Grant Programs/Projects Administered by Federal and State Agencies.	50%
Tania Fonseca Client Services Manager	► Available on an as-needed basis	50%
Martha Arosemena, PMP, AICP Subject Matter Expert: Funding Needs Assessment	► Funding Needs Assessment Services in Support of Clients Identifying and Pursuing Funding Opportunities that Align with Grant Programs/Projects Administered by Federal and State Agencies.	75%
John Zakian, CEcD Subject Matter Expert: Grant Research	► Grant Research Services in Support of Clients Identifying and Pursuing Grant Programs/Projects Administered by Federal and State Agencies.	75%
Mirenda Harris Subject Matter Expert: Grant Writing & Applications	► Grant Writing and Application Development Services in Support of Clients Bidding on Grant Programs/Projects Administered by Federal and State Agencies.	75%
Regan Lenehan Subject Matter Expert: Grant Administration	► Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies.	75%

Figure 14: GrantWorks Project Team's Proposed Roles and Time Commitment for City of Laredo Projects

NAME AND PROPOSED ROLE	CURRENT PROJECTS	LEVEL OF AVAILABILITY
Valarie Philipp, PE Subject Matter Expert: Federal Emergency Management Agency	▶ Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies, specifically the Federal Emergency Management Agency Grant Programs.	75%
Julie Norman, EdD, CEcD Subject Matter Expert: U.S. Economic Development Administration	▶ Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies, specifically the U.S. Economic Development Administration Grant Programs.	75%
Eileen Schrandt Subject Matter Expert: U.S. Environmental Protection Agency	▶ Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies, specifically the U.S. Environmental Protection Agency Grant Programs.	75%
Jo Carroll Subject Matter Expert: U.S. Department of Housing and Urban Development	▶ Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies, specifically the U.S. Department of Housing & Urban Development Grant Programs.	75%
Jeff Carrillo Subject Matter Expert: Texas Department of Agriculture	▶ Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies, specifically the Texas Department of Agriculture	75%
Patrick Kelly Subject Matter Expert: Texas Division of Emergency Management	▶ Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies, specifically the Texas Division of Emergency Management	75%
Karen Blaney Subject Matter Expert: Texas Water Development Board and Texas Commission on Environmental Quality	▶ Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies, specifically the Texas Water Development Board and Texas Commission on Environmental Quality Grant Programs.	75%
Trey Friedrich Grant Analyst/Researcher	▶ Grant Research Services in Support of Clients Identifying and Pursuing Grant Programs Administered by Federal and State Agencies.	80%
Shawna McElfish Grant Writing and Applications Senior Grant Specialist	▶ Grant Writing and Application Development Services in Support of Clients Bidding on Grant Programs/Projects Administered by Federal and State Agencies.	80%
Kendra Busse Rocha Grant Administration Project Manager	▶ Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies.	80%
Susan Rico, PMO Grant Administration Project Manager	▶ Grant Administration and Project Management Services in Support of Clients Implementing Grant Programs/Projects Administered by Federal and State Agencies.	80%

As a border community, major trade corridor, and regional economic hub, Laredo faces distinct needs and opportunities across infrastructure resilience, transportation, community development, workforce expansion, and cross-border logistics. Meeting these needs requires a grant strategy rooted in a clear understanding of local conditions, City priorities, and available resources. With decades of experience supporting Texas communities, GrantWorks is well prepared to help Laredo identify, secure, and manage external funding that advances these priorities while maintaining full compliance with municipal, state, and federal requirements.

Laredo's project landscape is influenced by factors such as binational economic activity, ongoing trade-driven infrastructure demands, population growth across Webb County, and the City's strategic investments in water, wastewater, drainage, housing, public safety, and community services. Federal and state grant programs, whether formula-based, competitive, or disaster-related, serve as critical tools for addressing these evolving needs in a fiscally responsible way. GrantWorks understands the importance of securing funding that not only aligns with local priorities but also meets "best value" standards under Texas procurement statutes, supports long-term resilience, and enhances service delivery for residents and businesses.

Our team works directly with cities and counties to plan and implement infrastructure improvements, including wastewater treatment plant rehabilitation; water production, treatment, distribution, and storage facilities; and the installation of water and sewer lines. We also support flood and drainage projects, as well as road and sidewalk improvements. Through these efforts, GrantWorks remains committed to strengthening Texas communities by supporting essential public works and community development initiatives. **Figure 15** highlights recent project experience within the South Texas Regional Development Council (STDC) region.

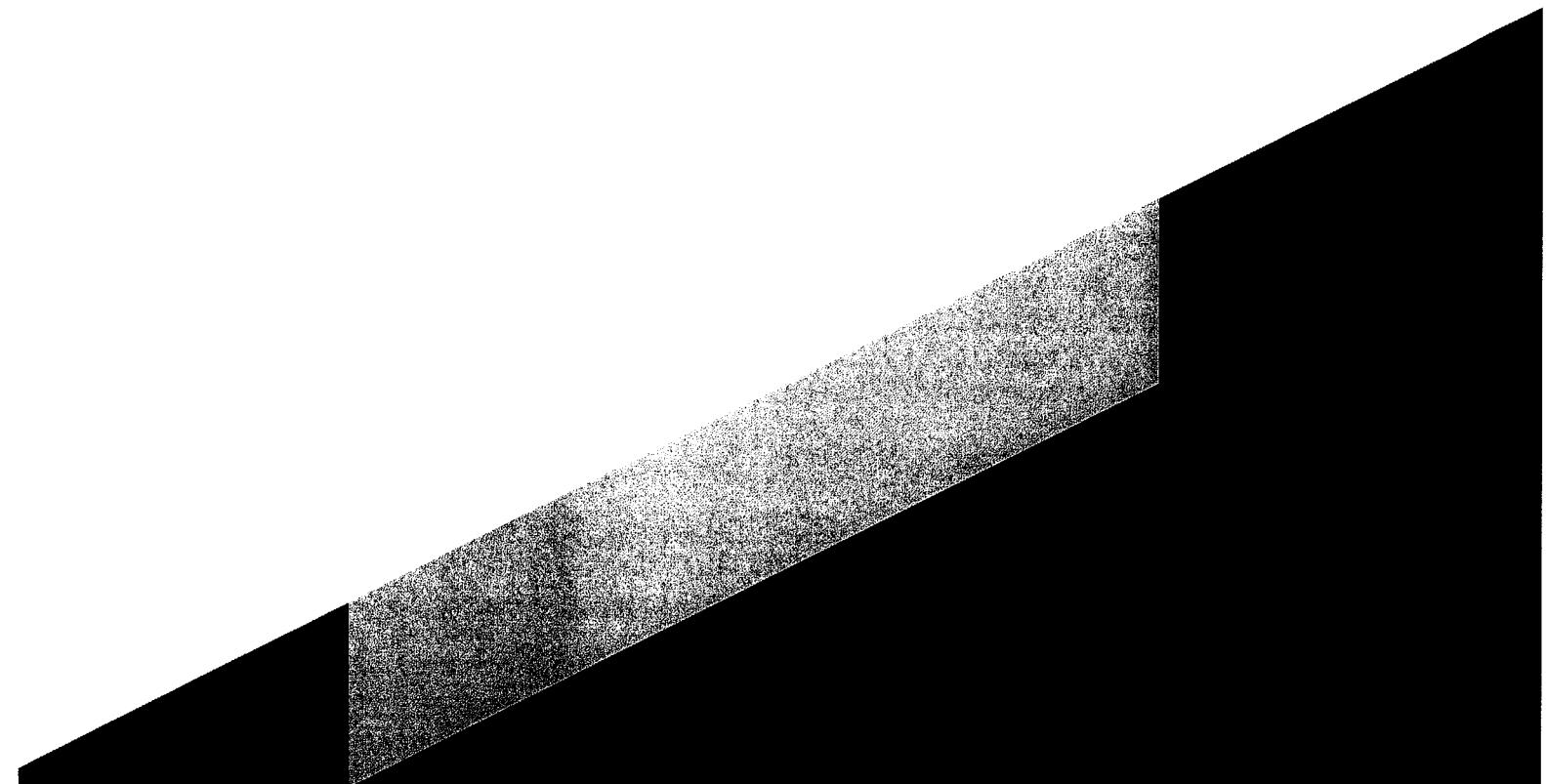
Figure 15: Our Relevant STCD Region Project Experience

CLIENT	YEAR STARTED	GRANT TYPE	PROJECT DESCRIPTIONS	GRANT AMOUNT
El Cenizo	2018	CD	Water Improvements	\$275,000
	2015	CD	Street Improvements	\$304,922
	2013	CD	Street Improvements	\$293,417
	2011	CD	Flood & Drainage Improvements	\$481,006
	2010	CD	Drainage Improvements	\$531,041
	2008	PCB	Planning Studies	\$35,000
	2008	CD	Flood & Drainage Improvements	\$800,000
	2005	CD	Street, Sidewalk & City Park Improvements	\$749,343
Escobares	2023	CD	Street Improvements	\$500,000
	2021	CD	Street Improvements	\$292,720
	2020	CD	Street Improvements	\$305,000
	2017	CD	Street Improvements	\$275,000
	2016	CD	Street Improvements	\$304,922
	2014	CD	Street, Water & Neighborhood Facilities Improvements	\$293,417
	2012	CD	Community Center	\$211,664
	2012	PCB	Planning Studies	\$32,565
	2008	PA	Flood & Drainage System Improvements	\$1,000,000

Figure 15: Our Relevant STCD Region Project Experience

CLIENT	YEAR STARTED	GRANT TYPE	PROJECT DESCRIPTIONS	GRANT AMOUNT
Jim Hogg County	2023	CD	Street Improvements	\$500,000
	2023	CFC	Colonia Water & Street Improvements	\$1774,143
	2022	CFC	Water & Drainage System Improvements	\$873,883
	2019	CD	First-Time Sewer Services & Sewer Improvements	\$392,666
	2020	CD	Street Improvements	\$305,000
	2018	CD	Street Improvements	\$275,000
	2017	CFP	Public Infrastructure Improvements	\$29,000
Rio Grande City	2021	CD	Street Improvements	\$350,000
Roma	2023	CD	Street Improvements	\$500,000
	2022	DRP	Pedestrian Infrastructure Improvements	\$500,000
Zapata County	2021	CD	Street Improvements	\$230,745
	2021	CFC	Flood, Drainage, & Water Improvements	\$1,000,000

COST PROPOSAL



SECTION 4 – COST PROPOSAL

PLEASE SEE THE FOLLOWING PAGES FOR GRANTWORKS COST PROPOSAL FORM

CITY OF LAREDO
PURCHASING DIVISION

Exhibit A – Cost Proposal Form

A. Grant Research – Hourly Rates

Staff Title / Classification Description of Role Hourly Rate (\$/hr)

Project Manager

Senior Grant Specialist

Grant Analyst / Researcher

Compliance Specialist

Administrative / Support Staff

B. Grant Application Preparation – Flat Fee

Application Type / Tier	Example Description (optional)	Flat Fee per Application (\$)
Tier 1 – Planning / Small Grant	e.g., planning, studies, technical assistance	
Tier 2 – Medium Infrastructure / Equipment Grant	e.g., facility or system upgrades	
Tier 3 – Large / Multi-Phase Project	e.g., major capital or multi-component projects	

C. Grant Administration – Percentage and/or Hourly

1. Percentage of Award (where allowable)

Type of Grant / Program	Percentage of Award for Admin (%)	Notes / Conditions
Federal Water/Wastewater Infrastructure		
State Water/Wastewater Programs		
Other (specify)		

2. Hourly Rates for Administration

Staff Title / Classification	Hourly Rate for Admin (\$/hr)
Project Manager	
Senior Grant Specialist	
Compliance Specialist	
Administrative / Support Staff	

*******Documentation can be uploaded on to Cit-E-Bid*******

Grant Research – Hourly Rates

Figure 16 outlines the hourly rates for GrantWorks personnel providing grant research for the City of Laredo Utilities Department. These rates reflect the expertise and experience of each role in delivering comprehensive, compliant, and high-quality grant research services.

Figure 16: Hourly Rate Schedule for Grant Research

STAFF TITLE/ CLASSIFICATION	DESCRIPTION OF ROLE	HOURLY RATE (\$/HOUR)
Project Manager	<ul style="list-style-type: none"> ▶ Leads grant development and administration, including researching funding opportunities, preparing competitive applications, and managing awarded grants to ensure full compliance with federal, state, and local requirements. ▶ Coordinates all project activities by serving as the primary point of contact between the City, funding agencies, engineers, contractors, and stakeholders, ensuring timely communication, documentation, reporting, and issue resolution. ▶ Monitors project performance and financials, overseeing schedules, budgets, procurement, reimbursement requests, deliverables, and closeout activities to ensure successful project execution and maximized use of grant funds. 	\$150.00
Senior Grant Specialist	<ul style="list-style-type: none"> ▶ Conducts targeted grant research and develops high-quality application components, including narratives, budgets, and supporting documentation, to position the City for competitive funding. ▶ Supports grant administration and compliance by preparing required reports, tracking deadlines, maintaining grant files, and ensuring adherence to federal, state, and agency regulations. ▶ Assists in coordination with City staff, engineers, and funding agencies to gather project data, monitor progress, resolve compliance issues, and facilitate smooth execution of Utilities Department grant-funded projects. 	\$140.00
Grant Analyst/Researcher	<ul style="list-style-type: none"> ▶ Identifies and analyzes funding opportunities by researching federal, state, and regional grants that align with the Utilities Department's capital, compliance, and infrastructure priorities. ▶ Compiles and evaluates project data, including demographic, environmental, financial, and engineering information, to support eligibility assessments, needs analyses, and competitive grant application development. ▶ Supports application preparation and grant administration by drafting sections of applications, organizing documentation, tracking requirements, and maintaining research files to ensure accuracy, completeness, and compliance. 	\$135.00
Compliance Specialist	<ul style="list-style-type: none"> ▶ Ensures regulatory compliance with all federal, state, and agency requirements by monitoring grant activities, reviewing 	\$140.00

Figure 16: Hourly Rate Schedule for Grant Research

STAFF TITLE/ CLASSIFICATION	DESCRIPTION OF ROLE	HOURLY RATE (\$/HOUR)
	<p>documentation, and verifying adherence to procurement, environmental, civil rights, and financial rules.</p> <ul style="list-style-type: none"> ▶ Conducts ongoing compliance tracking and reporting, including maintaining audit-ready files, preparing required submissions, and identifying potential risks or deficiencies for corrective action. ▶ Provides guidance to project staff and partners on compliance standards, documentation needs, and best practices to support successful grant administration and reduce the risk of findings or disallowed costs. 	
Administrative/Support Staff	<ul style="list-style-type: none"> ▶ Facilitates client communication and engagement by coordinating meetings and providing updates to the City, stakeholders, and project teams to ensure transparency and responsiveness when requested. ▶ Assists in client relationship management by monitoring project progress, identifying client needs or concerns, and ensuring timely follow-up to maintain strong, positive relationships with the Utilities Department. ▶ Supports project coordination and documentation by organizing correspondence, tracking deadlines, and preparing client-facing reports and presentations. 	\$65.00
Project Executive	<ul style="list-style-type: none"> ▶ Ensure that our Project Manager has all the necessary resources to complete all assignments and tasks under this contract to the satisfaction of the City's leadership. ▶ Provides strategic oversight and leadership for all grant-related activities, ensuring alignment with the City's Utilities Department priorities and long-term funding goals. ▶ Serves as primary executive liaison with City leadership, funding agencies, and stakeholders, advocating for the department, ensuring high-level compliance, and facilitating successful grant outcomes. 	\$0.00
Subject Matter Expert	<ul style="list-style-type: none"> ▶ Provides technical expertise and guidance in specialized areas such as funding sources, including EPA, TWDB, USDA, FEMA, EDA, DOE, HUD, TCEQ, and other state and regional programs, compliance, or infrastructure planning to ensure grant applications are accurate, feasible, and fully supported. ▶ Assists project and grant staff by offering insight on technical challenges, potential solutions, and risk mitigation strategies to enhance project planning, execution, and compliance. ▶ Reviews and validates project data, designs, and reports to support grant submissions, ensuring alignment with funding requirements, regulatory standards, and best practices. 	\$165.00 – \$205.00

B. Grant Application Preparation – Flat Fee

Figure 17 presents flat fees for GrantWorks' grant application preparation services for the City of Laredo Utilities Department. These fees are designed to provide a clear, predictable cost structure for preparing complete, competitive grant applications across federal, state, and local funding programs. GrantWorks leverages extensive experience in municipal grant writing and administration to deliver high-quality applications that meet all program requirements. The flat fee approach ensures transparency, facilitates budgeting, and allows the City to efficiently plan for grant opportunities while benefiting from expert guidance and strategic support throughout the application process.

Figure 17: Flat Fee for Grant Application Preparation

GRANT MINIMUM	GRANT MAXIMUM	FLAT FEE PER APPLICATION
Tier 1 – Small Grant Application (Planning/Small)		
\$0.00	\$100,000.00	\$5,000.00
\$100,001.00	\$200,000.00	\$8,000.00
\$200,001.00	\$250,000.00	\$10,000.00
Tier 2 – Medium Grant Application (Medium Infrastructure/Equipment Grant)		
\$250,001.00	\$750,000.00	\$12,500.00
\$750,001.00	\$1,000,000.00	\$16,000.00
\$1,000,001.00	\$2,000,000.00	\$21,000.00
\$2,000,001.00	\$3,000,000.00	\$24,000.00
Tier 3 – Large or Complex Grant Application (Large/Multi-Phase Project)		
\$3,000,001.00	\$4,000,000.00	\$27,500.00
\$4,000,001.00	\$5,000,000.00	\$29,900.00
>\$5,000,001.00 Negotiable		

Note: Flat fees for grant application preparation exclude any third-party services, including engineering.

For Tier 1, GrantWorks provides support for straightforward grant opportunities that have minimal complexity. This includes preparing the grant narrative, a basic budget, and standard supporting documentation, while coordinating with City staff and project engineers to gather all necessary project information. Tier 1 services are designed for smaller grants or programs with limited requirements.

For Tier 2, GrantWorks addresses moderate-complexity grants that require more detailed technical, financial, or demographic information. Services include developing comprehensive narratives, detailed budgets, and multiple supporting attachments. Tier 2 may also involve consultation with subject matter experts and coordination with multiple City departments and project engineers, making it ideal for mid-sized grants or projects with moderate administrative and compliance requirements.

For Tier 3, GrantWorks provides full support for highly complex or large-scale grants with extensive regulatory, technical, or compliance requirements. This tier includes development of complete narratives, detailed multi-year budgets, sophisticated supporting documentation, and full compliance assurance. Tier 3 often requires extensive coordination with subject matter experts, engineers, and multiple City departments, and is appropriate for high-dollar or multi-jurisdictional grants that demand a turnkey application solution.

C. Grant Administration – Percentage and/or Hourly

Grant Administration – Percentage

Figure 18 outlines GrantWorks' proposed fees for grant administration services, calculated as a percentage of the total grant award, for the City of Laredo Utilities Department. This approach provides a transparent, performance-based structure that aligns GrantWorks' compensation with the scope and scale of each awarded grant. GrantWorks brings extensive experience in managing municipal grant-funded projects, including compliance

monitoring, reporting, budget management, and coordination with stakeholders. By using a percentage-of-award fee structure, the City benefits from predictable, scalable costs that reflect the level of effort required to ensure successful grant execution, full compliance, and optimal utilization of awarded funds.

Figure 18: Percentage of Award for Grant Administration for Any Federal or State Water/Wastewater Project/Program

GRANT MINIMUM	GRANT MAXIMUM	FEDERAL WATER/WASTEWATER INFRASTRUCTURE	STATE WATER/WASTEWATER PROGRAMS	FORCE ACCOUNT ADD PERCENT
\$250,000.00	\$750,000.00	8.75%	7.75%	0.5%
\$750,001.00	\$1,000,000.00	8.15%	7.15%	0.5%
\$1,000,001.00	\$2,000,000.00	6.80%	5.80%	0.5%
\$2,000,001.00	\$3,000,000.00	6.50%	5.50%	0.5%
\$3,000,001.00	\$4,000,000.00	6.20%	5.20%	0.5%
\$4,000,001.00	\$5,000,000.00	6.00%	5.00%	0.5%
\$5,000,001.00	\$7,500,000.00	5.50%	4.50%	0.5%
\$7,500,001.00	\$10,000,000.00	5.20%	4.20%	0.5%
\$10,000,001.00	\$15,000,000.00	5.00%	4.00%	0.5%
\$15,000,001.00	\$20,000,000.00	4.45%	3.45%	0.5%
> \$20,000,001.00 Negotiable				

Notes:

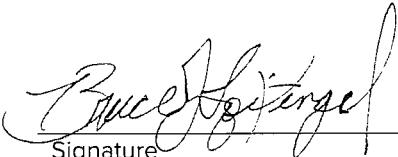
1. Flat fees for grant administration exclude any third-party services, including engineering.
2. For Force Account, add 0.5% to the federal and state percentages.

GrantWorks, Inc. | Grant Administration Services

Figure 19 outlines GrantWorks' hourly rates for grant administration services for the City of Laredo Utilities Department. These hourly rates are the same as shown in **Figure 16**.

Figure 19: Hourly Rate Schedule for Grant Administration

STAFF TITLE/CLASSIFICATION	HOURLY RATE FOR ADMINISTRATION (\$/HOUR)
Project Manager	\$150.00
Senior Grant Specialist	\$140.00
Compliance Specialist	\$140.00
Administrative/Support Staff	\$65.00
Project Executive	\$0.00
Subject Matter Expert	\$165.00 – \$205.00


Signature

Bruce J. Spitzengel, President
Print Name & Title

December 10, 2025
Date

GrantWorks, Inc.
Company

RESUMES OF KEY PERSONNEL

ATTACHMENT 1 – RESUMES FOR KEY PERSONNEL

GrantWorks has provided full resumes for the following key personnel.

- ▶ Bruce Spitzengel – Project Executive
- ▶ Gustavo Jimenez – Project Manager
- ▶ Natalie Gonzalez – Client Services & Funding Needs Assessment Senior Grant Specialist
- ▶ Tania Fonseca – Client Services Administrative/Support Staff
- ▶ Martha Arosemena, PMP, AICP – Subject Matter Expert: Funding Needs Assessment
- ▶ John Zakian, CEcD – Subject Matter Expert: Grant Research
- ▶ Mirenda Harris – Subject Matter Expert: Grant Writing & Application Development
- ▶ Regan Lenehan – Subject Matter Expert: Grant Administration
- ▶ Valarie Philipp, PE – Subject Matter Expert: Federal Emergency Management Agency
- ▶ Julie Norman, EdD, CEcD – Subject Matter Expert: U.S. Economic Development Administration
- ▶ Eileen Schrandt, Subject Matter Expert: U.S. Environmental Protection Agency
- ▶ Jo Carroll – Subject Matter Expert: U.S. Department of Housing and Urban Development
- ▶ Jeff Carrillo – Subject Matter Expert: Texas Department of Agriculture
- ▶ Patrick Kelley – Subject Matter Expert: Texas Division of Emergency Management
- ▶ Karen Blaney – Subject Matter Expert: Texas Water Development Board & Texas Commission on Environmental Quality
- ▶ Trey Friedrich – Grant Analyst/Researcher
- ▶ Shawna McElfish – Grant Writing and Application Development Senior Grant Specialist
- ▶ Kendra Busse Rocha – Grant Administration Project Manager
- ▶ Susan Rico, PMP – Grant Administration Project Manager

BRUCE SPITZENGEL

PROJECT EXECUTIVE

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 250+ employees in 2 offices and 79 field locations, with headquarters in Austin, Texas. GrantWorks is the most successful provider of local government grant services in Texas due to Bruce's expertise in HUD CDBG, CDBG-DR, HOME, planning, infrastructure development, affordable and fair housing, and application preparation.

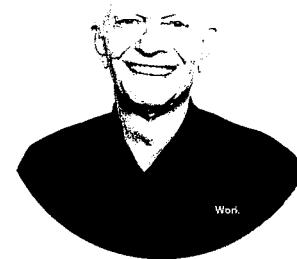
Under Bruce's leadership, GrantWorks has grown to become a full-service project management firm. The firm specializes in contract administration, application preparation, technical assistance, beneficiary documentation, planning studies, land and infrastructure development, affordable housing development, and state and federal compliance. GrantWorks has managed over \$12 billion in grant funding for 720+ 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
- ▶ Assistant Director of Planning, City of Pasadena, Texas, June 1976 – September 1979



45+ YEARS

GRANT MANAGEMENT
EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Arts, Urban Geography & City Planning, Kansas State University, Manhattan, Kansas, 1975

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

HIGHLIGHTS

Over 45 years of experience with HUD and CDBG grants

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

GUSTAVO JIMENEZ, CTCM

PROJECT MANAGER

PROFESSIONAL QUALIFICATIONS

Gustavo Jimenez is a Project Manager with over 15 years of experience leading complex projects across Texas' workforce and community development systems. Fluent in English and Spanish, he brings expertise in performance management, data analysis, quality assurance, technical assistance, and fostering community partnerships. At GrantWorks, Gustavo coordinates multiple community development projects funded through state and federal grants while maintaining strong relationships with local officials, service providers, and funding agencies. His expertise spans financial oversight, environmental assessments, public engagement, and interpreting government regulations to drive successful project implementation.

Prior to joining GrantWorks, Gustavo served as Director at Workforce Solutions Capital Area, where he co-led performance management for seven workforce and education programs, achieving or exceeding all 17 state performance measures for consecutive years. He spearheaded strategic initiatives to enhance service delivery, improve youth employment outcomes, and strengthen regional talent pipelines through data-driven collaboration with education and community partners.

RELEVANT EXPERIENCE

SENIOR COMMUNITY DEVELOPMENT PROJECT MANAGER/ COMMUNITY DEVELOPMENT PROJECT MANAGER II/COMMUNITY DEVELOPMENT PROJECT MANAGER, GRANTWORKS INC., AUSTIN, TEXAS, MAY 2022 – PRESENT

Gustavo coordinates and manages multiple complex projects at various stages of implementation in coordination with company management and client services/business development staff. He communicates effectively with local officials, professional service providers, and various state and federal agencies through written memos, emails, formal letters, and telephone conversations. Gustavo manages project financial details, including review of contractor pay estimates and professional service invoices, budget tracking, billing projections, and payment thresholds. He reviews project documents, including applications, demographic surveys, maps, and environmental assessments. Periodically, he hosts public meetings

and presents to local elected bodies (councils, commissioners' courts) regarding project status. In daily meetings, Gustavo tracks and meets performance milestones and numerous deadline events, including reports, contract amendments, newspaper advertisements, and grant-specific requirements. Gustavo often interprets government publications and regulations as they pertain to project implementation. He also renews applicable certifications annually and participates in ongoing training to maintain familiarity with grant program requirements.



15 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Business,
Entrepreneurship, Baylor
University, Waco, Texas, 2004

HIGHLIGHTS

Bilingual: English and Spanish
Performance Management and
Strategy
Data Analysis
Community Partnerships
Quality Assurance/Technical
Assistance

REGISTRATION/ CERTIFICATIONS

Certified Texas Contract Manager,
Austin, Texas, 2017
Texas CDBG Certified
Administrator, Texas Department
of Agriculture, Active

DIRECTOR, WORKFORCE SOLUTIONS CAPITAL AREA, AUSTIN, TEXAS, JANUARY 2018 – JUNE 2022

While at Workforce Solutions, Gustavo held two different positions with the company.

Director, Workforce Performance and Equal Opportunity Officer, Workforce Solutions Capital Area, Austin, Texas, November 2018 – June 2022

Gustavo co-led the evaluation and management of seven workforce and education programs, providing contractors with programmatic and technical guidance, training, and support to maintain the Capital Area's status as a high-performing Board. He led initiatives to improve performance across a majority of the WERC measures year-over-year in CY19, while reassessing and updating policies and processes to enhance customer service delivery and engagement within the WERC and WIOA ecosystems. Gustavo co-led efforts with contractors to meet or exceed all 17 workforce performance measures in CY19 and CY20 and spearheaded three special projects with the Austin Opportunity Youth Collaborative in partnership with community agencies to improve youth employment and education outcomes. Additionally, he contributed to the Community Workforce Plan's annual data and evaluation efforts and ensured that Capital Area consistently met or exceeded compliance standards regarding Equal Opportunity throughout CY20.

Director, Talent Pipeline Success, Workforce Solutions Capital Area, Austin, Texas, January 2018 – November 2018

Recruited as part of the Community Workforce Plan's backbone team, Gustavo managed and monitored Strategy II of the Plan while supporting the mutually reinforcing efforts of the other three strategies. He served as the Board's primary point of contact and relationship manager with The Ray Marshall Center, collaborating on the Plan's multi-year data and evaluation study from both qualitative and programmatic perspectives. Gustavo provided technical guidance and input during the drafting of the Plan's baseline evaluation report. He assisted in establishing six initial data-sharing agreements with local education and training providers and community-based organizations. Additionally, he established a committee to discuss data collection opportunities and challenges, identify and disseminate service delivery best practices, and develop a framework to better align the region's talent pipeline with employer needs.

EMPLOYMENT HISTORY

- ▶ Senior Community Development Project Manager, GrantWorks, Inc., Austin, Texas, December 2024 – Present
- ▶ Community Development Project Manager II, GrantWorks, Inc., Austin, Texas, October 2023 – December 2024
- ▶ Community Development Project Manager, GrantWorks, Inc., Austin, Texas, May 2022 – October 2023
- ▶ Director, Workforce Performance and Equal Opportunity Officer, Workforce Solutions Capital Area, Austin, Texas, November 2018 – June 2022
- ▶ Director, Talent Pipeline Success, Workforce Solutions Capital Area, Austin, Texas, January 2018 – November 2018
- ▶ Manager of Grant Administration and Program Quality, Goodwill Central Texas, Austin, Texas, December 2015 – December 2017
- ▶ Quality Assurance & Eligibility Coordinator, Goodwill Central Texas, Austin, Texas, April 2013 – December 2015
- ▶ Quality Assurance Specialist, Goodwill Central Texas, Austin, Texas, November 2010 – April 2013
- ▶ Assistant Project Accountant, Workforce Solutions South Texas, Laredo, Texas, December 2008 – February 2010
- ▶ Quality Assurance Specialist, Workforce Solutions South Texas, Laredo, August 2008 – December 2008
- ▶ Program Tracker, Workforce Solutions South Texas, Laredo, January 2008 – August 2008
- ▶ Career Specialist, Workforce Solutions South Texas, Laredo, March 2007 – January 2008

NATALIE GONZALEZ

CLIENT SERVICES AND FUNDING NEEDS ASSESSMENT SENIOR GRANT SPECIALIST

PROFESSIONAL QUALIFICATIONS

Natalie Gonzalez is the Associate Vice President of Client Services at GrantWorks, bringing over 15 years of customer service and housing program experience to her role. Since joining GrantWorks in 2019, she has advanced through key positions, including Client Services Manager and Director, where she has built strong client relationships, overseen complex grant-funded projects, and led teams to deliver high-quality results. In her current role, Natalie manages client accounts, directs outreach and marketing initiatives, and ensures local governments receive the technical support needed to access and effectively manage state and federal funding opportunities.

RELEVANT EXPERIENCE

ASSOCIATE VICE PRESIDENT OF CLIENT SERVICES, GRANTWORKS, INC., CORPUS CHRISTI, TEXAS, APRIL 2024 – PRESENT

Natalie Gonzalez leads the firm's client services department, overseeing a team of client services managers responsible for maintaining strong, long-term relationships with local government clients across Texas and beyond. She directs the development and execution of client service strategies, ensuring high levels of client satisfaction, retention, and program success. Natalie manages all aspects of client accounts, including communications, problem resolution, and performance tracking, while also guiding outreach and marketing initiatives to expand GrantWorks' impact. In addition, she develops and implements policies, procedures, and process improvements that strengthen service delivery and ensure compliance with complex federal and state funding requirements. Through her leadership, Natalie ensures that communities receive the technical expertise and support needed to plan, access, and administer grant-funded programs successfully.

CLIENT SERVICES DIRECTOR, GRANTWORKS, INC., CORPUS CHRISTI, TEXAS, OCTOBER 2022 – MARCH 2024

Natalie oversees a team of Client Services Managers and GrantWorks' relationship with its clients. She maintains high retention rates, developing long-term relationships with repeat clients. She also manages the company's accounts and communicates with clients to ensure their satisfaction. Her responsibilities include tracking data about accounts and intervening when problems occur. Natalie leads marketing efforts and outreach and manages staff, clients, and processes and policies for all accounts.

APPLICATION ASSISTANT, GRANTWORKS, INC., CORPUS CHRISTI, TEXAS, OCTOBER 2021 – OCTOBER 2022

Natalie gathers data, monitors the progress of deadlines, and prepares application materials.



15+ YEARS

CUSTOMER SERVICE EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Coursework, Education and Political Science, Del Mar College, Corpus Christi, Texas

Coursework, Business and Marketing, University of Texas at San Antonio, San Antonio, Texas

HIGHLIGHTS

15+ years of customer service experience

TRAINING

Homeownership Counselor, NeighborWorks America, 2015

Grant Writing Certificate, NeighborWorks America, 2015

How To Develop A Business Plan, Neighbor Works America, 2015

Affordable Housing Development Finance, Neighbor Works America, 2016

Asset Management Finance, Neighbor Works America, 2016

Real Estate Development Finance, Neighbor Works America, 2016

Credit Counseling for Maximum Results, NeighborWorks America, 2017

CLIENT SERVICES MANAGER, GRANTWORKS, INC., CORPUS CHRISTI, TEXAS, OCTOBER 2019 – OCTOBER 2021

Natalie was responsible for establishing and maintaining relationships with clients. She was also involved in developing new market opportunities for GrantWorks. Natalie assisted communities in developing eligible projects, attending meetings with local elected officials, completing employee interviews, and completing site visits. She reviewed 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. She also identified and reviewed local government needs and priorities that may be addressed through various funding opportunities, coordinated project development meetings, and attended applicable stakeholder meetings.

RESIDENTIAL APPRAISER, NUECES COUNTY APPRAISAL DISTRICT, NUECES COUNTY, TEXAS, JUNE 2017 – OCTOBER 2019

As a Property Appraiser specializing in residential real estate and condominium/townhome properties, Natalie was responsible for conducting annual field inspections to assess and determine property values. Her work involved researching and analyzing residential property sales to establish accurate sales ratios and set neighborhood factors, as well as applying cost approach methods to determine fair market value. Natalie regularly reviewed building blueprints and permits to sketch new single-family and multifamily improvements and interpreted homeowners' association (HOA) declarations to calculate ownership percentages and allocate value to common areas based on General Common Element (GCE) interests.

Throughout the construction process, Natalie collaborated closely with contractors and developers to ensure accurate creation of condominium and townhome accounts. During the annual protest season, she assisted property owners with valuation disputes, reviewed supporting evidence, and adjusted property values when appropriate. She also defended district valuations before the Appraisal Review Board and worked with tax agents representing homeowners to ensure equitable outcomes. Her appraisal work adhered to the ethical standards and professional practices set forth by the State Comptroller's Office of Appraisal and followed all Uniform Standards of Professional Appraisal Practice (USPAP) guidelines.

PROPERTY MANAGEMENT COORDINATOR, NUECES COUNTY COMMUNITY ACTION, NUECES COUNTY, TEXAS, FEBRUARY 2015 – MAY 2017

Natalie managed and operated an Affordable Low-Income Housing Scattered Site Rental Portfolio in compliance with all state and federal HUD regulations. She administered federal housing grants in coordination with state, national, and local organizations, supporting land acquisition and development for both single-family and multi-family housing projects. In this role, Natalie also served as a Certified Homeownership Counselor and as a Board Member for the Corpus Christi Housing Authority's Family Self-Sufficiency Program, contributing to local housing initiatives and community development efforts.

EMPLOYMENT HISTORY

- ▶ Associate Vice President of Client Services, GrantWorks, Inc., Corpus Christi, Texas, March 2024 – Present
- ▶ Client Services Director, GrantWorks, Inc., Corpus Christi, Texas, October 2022 – March 2024
- ▶ Application Assistant, GrantWorks, Inc., Corpus Christi, Texas, October 2021 – October 2022
- ▶ Client Services Manager, GrantWorks, Inc., Corpus Christi, Texas, October 2019 – October 2021
- ▶ Residential Appraiser, Nueces County Appraisal District, Nueces County, Texas, June 2017 – October 2019
- ▶ Property Management Coordinator, Nueces County Community Action, Nueces County, Texas, February 2015 - May 2017
- ▶ Property Manager, Asset Plus Companies, Corpus Christi, Texas, March 2011 – October 2014
- ▶ Assistant Manager and Property Manager, Property Management, Corpus Christi, Texas, January 2009 – September 2010

TANIA FONSECA

CLIENT SERVICES ADMINISTRATIVE/SUPPORT STAFF

PROFESSIONAL QUALIFICATIONS

Tania Fonseca is an experienced client-focused professional with a strong background in account management, sales, and stakeholder engagement across both government and private sectors. Tania specializes in building and maintaining relationships to support grant-related programs, ensuring effective communication and alignment between client needs and service delivery. She is skilled in public speaking and has successfully delivered presentations to a wide range of audiences, from business owners to public officials.

RELEVANT EXPERIENCE

CLIENT SERVICES MANAGER, GRANTWORKS, INC., MCALLEN, TEXAS, APRIL 2025 – PRESENT

Tania manages client relationships and supports the delivery of grant-related services across the Rio Grande Valley and Laredo regions. She identifies new business opportunities, engages with stakeholders across government and private sectors, and ensures effective communication throughout the grant process. She also coordinates with internal departments to gather and interpret documentation, assists with application and compliance activities, and represents the company at meetings, conferences, and community events.

ACCOUNT EXECUTIVE, QUIRCH FOODS, MCALLEN, TEXAS, AUGUST 2018 – MARCH 2025

Tania strategized, conceptualized, created, and executed a wide range of sales initiatives based on thorough research into customer needs and requirements. Tania retained and cultivated existing client relationships while actively acquiring new customer connections and resolving issues that hindered export procedures by fostering constructive and effective solutions. She conducted regular evaluations of distributor performance and provided relevant insights to management, along with performing market research, surveys, and competitor analyses to guide marketing and sales strategies. Her responsibilities also included assessing product purchasing options by identifying optimal market pricing and supplier choices, conducting plant visits to ensure supplier compliance, and managing accounts receivable for assigned accounts. Additionally, Tania represented the company at trade shows and exhibitions, overseeing pricing and margin management within accounts, and developing and reviewing Project Worksheets (PWs) that implement FEMA alternative procedures.

ACCOUNT MANAGER, DISTRIBUIDORA DE CARNES D&E, MCALLEN, TEXAS, JANUARY 2016 – AUGUST 2018

Tania presented and negotiated sales, pricing, and terms for both existing and potential customers while formulating innovative strategies to keep the organization competitive, with a focus on priority cities. Tania cultivated strong relationships with key decision-makers at target accounts and



13 YEARS

CLIENT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Psychology, University of Texas Rio Grande Valley, Edinburg, Texas, 2022

HIGHLIGHTS

Bilingual – Spanish

Microsoft Office Suite

Excellent Written and Verbal Communication

Extensive CRM experience: AS400, Cosmos, QuickBase

PROFESSIONAL AFFILIATIONS

Member, South Texas Quail Coalition, Corpus Christi, Texas, August 2024 – Current

managed accounts receivable collections for each assigned account, maintaining friendly and positive communication with all vendors throughout the process.

ASSISTANT AREA LEADER, REAL ENERGY SOLUTIONS, MISSION, TEXAS, MAY 2012 – DECEMBER 2015

Tania identified and pursued potential commercial clients for energy products and services while negotiating terms, contracts, and pricing with commercial clients to ensure agreements align with both company and client objectives. Tania was responsible for meeting or exceeding sales quotas and targets set by the company and for leading and managing a team of energy sales representatives within a defined geographic area.

EMPLOYMENT HISTORY

- ▶ Client Services Manager, GrantWorks, Inc., McAllen, Texas, April 2025 – Present
- ▶ Account Executive, Quirch Foods, McAllen, Texas, August 2018 – March 2025
- ▶ Account Manager, Distribuidora de Carnes D&E, McAllen, Texas, January 2016 – August 2018
- ▶ Assistant Area Leader, Real Energy Solutions, Mission, Texas, May 2012 – December 2015

MARTHA AROSEMENA, PMP, AICP

SUBJECT MATTER EXPERT: FUNDING NEEDS ASSESSMENT

PROFESSIONAL QUALIFICATIONS

Martha Arosemena, AICP, PMP, has over 28 years of experience advising state and local governments on a wide range of regulatory compliance, program delivery, and disaster recovery initiatives. She has extensive expertise in federal and state grant program management, with a strong focus on Community Development Block Grant–Disaster Recovery (CDBG-DR) program development, implementation, compliance, and monitoring. With more than 20 years dedicated specifically to CDBG and CDBG-DR programs, Martha provides essential consultative support, project and program implementation leadership, and technical assistance to client communities engaged in the design and delivery of HUD-funded programs.

As a recognized subject matter expert in funding needs assessment, Martha brings deep knowledge of federal program design, policy interpretation, cross-cutting requirements, and the implementation of large-scale HUD-funded recovery initiatives. Her leadership was instrumental in managing a \$3.2 billion portfolio of 24 Hurricane Harvey CDBG-DR programs spanning housing, infrastructure, economic revitalization, public services, and long-term planning. She is highly proficient in federal regulations, including 2 CFR 200, and has successfully overseen a diverse portfolio of HUD-funded housing and infrastructure projects from inception through completion.

RELEVANT EXPERIENCE

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

Team Management and Oversight, Hurricane Harvey CDBG-DR Program Management Support Services, Texas General Land Office, Austin, Texas, October 2018 – Present, Grant Amount: \$3.2 billion

Martha helps provide day-to-day management for a team of over 70 Grant Managers, Project Managers, and subcontractors who provide direct CDBG-DR assistance to the Texas General Land Office. Martha collaborates with stakeholders and staff to deliver the resources and subject matter expertise required to support the implementation of \$3.2 billion in CDBG-DR-funded state and subrecipient programs. Martha's implementation experience and solutions-oriented approach help ensure policies and regulatory guidance translate into implementable processes and procedures. She works closely with GLO executives and program-level staff to identify programmatic risks and opportunities, taking steps to mitigate risks and pursue opportunities.

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

In partnership with the Galveston Housing Authority, the Texas General Land Office utilized \$26 million in CDBG-DR funds to implement a single-family rental housing replacement program. The program aimed to repair and replace 97 affordable rental single-family units destroyed by Hurricane Ike. Martha



28 YEARS

PROGRAM MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

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

EXPERIENCE HIGHLIGHTS

Subject Matter Expert and Senior Technical Advisor for a \$3.2B Portfolio of 24 CDBG-DR Hurricane Harvey Programs

Oversees implementation of \$350 million in CDBG-DR funding

Expertise in federal policies and regulations, including 2 CFR 200

REGISTRATIONS/ CERTIFICATIONS

Certified Planner, American Institute of Certified Planners, Active

Certified Project Management Professional, Project Management Institute, Active

PROFESSIONAL AFFILIATIONS

Member, American Planning Association, Texas Chapter, since 1999

provided technical assistance and grant support services to the GLO, GHA, and the three private developers responsible for the construction and management of the units. Her support included but was not limited to preparing requests for reimbursement, submitting quarterly and annual reports, and providing hands-on technical assistance for project closeout. Martha utilized her attention to detail and programmatic knowledge to provide detailed, hands-on assistance to a developer who had never implemented a CDBG-DR program before. By helping the developer navigate each step of the process successfully, Martha and the GrantWorks Team ensured that all draws were accurate. We submitted reports in a timely manner, and project-related documentation met GLO programmatic requirements.

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

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

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

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

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

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

EMPLOYMENT HISTORY

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

JOHN ZAKIAN, CEcD

SUBJECT MATTER EXPERT: GRANT RESEARCH

PROFESSIONAL QUALIFICATIONS

John Zakian, CEcD, brings over 40 years of experience in economic development, public administration, and grant program management. As a recognized subject matter expert in grant research and economic development strategy, he has advised state and local governments, nonprofit organizations, and public agencies on capital project financing, post-disaster recovery, and long-term community development initiatives. John has specialized expertise in federal grant programs, including U.S. Economic Development Administration (EDA), U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG), CDBG-Disaster Recovery (CDBG-DR), New Market Tax Credits, and other public sector funding mechanisms, as well as the creation and management of revolving loan funds, nonprofit capacity-building, and redevelopment strategies.

RELEVANT EXPERIENCE

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

John is responsible for GrantWorks' grant research and economic development efforts with the Economic Development Administration (EDA) and other state and federal economic development programs.

Member, Research and Grant Advisory Committee, Southern Economic Development Council, April 2024 – Present

The Southern Economic Development Council (SEDC) is North America's oldest and largest regional economic development association. They have members in 17 states in the American South, including Alabama, Arkansas, Florida, Georgia, Kansas, Kentucky, Louisiana, Maryland, Mississippi, Missouri, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia, and the District of Columbia. The SEDC created an inaugural Research and Grant Advisory Committee for its membership, and John is on this committee.

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

John is a qualified and approved outside grant reviewer for five federal agencies and ten different grant programs, including the U.S. Department of Health and Human Services (Community Development Grants), U.S. Department of Labor, U.S. Department of Agriculture, U.S. Department of the Treasury (CDFI Fund and New Market Tax Credit Grant Applications), and Small Business Administration.

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

John was the administrator of the City's HUD CDBG-DR/NDR \$174M grant for post-disaster recovery and resilience projects. He created and managed affordable rental and single-family housing projects, infrastructure, and economic development initiatives. He served as the City's subject matter expert



40 YEARS

GRANT RESEARCH & ADMINISTRATION

COMPANY

GrantWorks, Inc.

EDUCATION

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

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

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

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

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

HIGHLIGHTS

40+ years of economic development experience

REGISTRATIONS/ CERTIFICATIONS

Certified Economic Developer (CEcD), IEDC

Judge, Excellence Awards, IEDC, 2023

Certified in Workforce Development Fundamentals, 2025

for federal grant program rules and regulations. His responsibilities included negotiating subrecipient agreements, property acquisitions, construction and development contracts, and creating financial assistance programs.

CONSULTANT, ECONOMIC & HOUSING DEVELOPMENT GRANT/FINANCING, MUNICIPAL SERVICES, AND DISASTER RECOVERY CONSULTING, ZAKIAN CONSULTING, INC., NEW BEDFORD, MASSACHUSETTS, AUGUST 2006 – JUNE 2017

- ▶ **Independent Consultant through Hagerty Consulting, Inc., Federal Programs Subject Matter Expert, Embedded in NYC Office of Management and Budget, April 2013 – May 2017:** Guided the administration of the Superstorm Sandy HUD \$4.2 billion CDBG-DR Action Plan concentration on best practices for programs design and implementation, ongoing needs assessment, facilitate selection of sub-recipients for activities delivery, and ongoing support to conform innovative programs addressing identified needs with HUD rules and guidelines
- ▶ **Economic Development Specialist Consultant, ATCS Services, LLC, December 2011 – March 2013:** Assigned to the firm's FEMA Long Term Community Recovery ESF #14 cadre contracts, working in communities on post-disaster recovery strategies.
- ▶ **Coordination Group Supervisor, FEMA ESF-14 Long Term Community Recovery Cadre, Birmingham, Alabama, May 2011 – December 2011:** Management with FEMA Long Term Community Recovery Branch in Birmingham, Alabama, tasked to lead comprehensive needs assessment and developing long term recovery plans for ten communities damaged by April 2011 tornadoes coordinating with multiple federal agencies including US EDA, HUD, USDA, and USDOL.
- ▶ **Senior Vice President (December 2007 – January 2010) and Senior Advisor (January 2010 – April 2011), Greater New Orleans Development Foundation, Greater New Orleans, Inc., New Orleans, Louisiana:** Executive with two regional economic development corporations restarted post-Hurricane Katrina for a ten parish (county) area including New Orleans (1.3 million residents), successful in applying and securing multiple federal Economic Development Administration grants in support of strategic redevelopment efforts for the region.
- ▶ **Team Leader, U.S. EDA Special Gulf Coast Disaster Recovery Initiative, August - October 2010:** Team co-leader in partnership with the federal Economic Development Administration of multiple teams of economic development professionals and federal agencies' officials sent to Florida Panhandle counties to identify needs and challenges caused by the BP Oil Disaster. Also, he authored economic development action plans based on findings from the on-site visit.
- ▶ **Disaster Recovery Response Volunteer and Lead Executive, 2006 – 2010:** 11 project assignments of federally funded experts sent to the 'hardest-hit areas' in the Gulf Coast to create strategic/organizational long-term recovery plans.

EMPLOYMENT HISTORY

- ▶ Senior Vice President of Economic Development, GrantWorks, Austin, Texas, October 2021 – Present
- ▶ Disaster Recovery Grant Program Administrator and Chief Resilience Officer, City of Minot, Minot, North Dakota, June 2017 – October 2021
- ▶ Consultant, Economic & Housing Development Grant/Financing, Municipal Services, and Disaster Recovery Consulting, Zakian Consulting, Inc., New Bedford, Massachusetts, 2006 – Present
- ▶ Executive Vice President, Montgomery Village Foundation, Montgomery Village, Maryland, 2003 – 2006
- ▶ Assistant City Administrator, City of West Palm Beach, West Palm Beach, Florida, June 2001 – May 2003
- ▶ Executive Director, New Bedford Economic Development Council, Inc., New Bedford, Massachusetts, 1998 – 2001
- ▶ Director of Management and Operations, County of Westchester, New York, February 1996 – January 1998
- ▶ Assistant to County Executive, County of Westchester, New York, March 1994 – January 1996
- ▶ Executive Director, Yonkers Industrial Development Agency, Yonkers, New York, January 1984 – December 1993

MIRENDA HARRIS

SUBJECT MATTER EXPERT: GRANT WRITING & APPLICATION DEVELOPMENT

PROFESSIONAL QUALIFICATIONS

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

RELEVANT EXPERIENCE

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 \$600M in CDBG-MIT funds in Texas.

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

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

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

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

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 CDBG, CDBG-DR, HOME, Texas Capital Fund, Economic Development, and other grant programs. Responsibilities included application preparation, project management, technical assistance, and liaison with elected officials, staff, engineers, and state agencies.



22 YEARS

GRANT WRITING AND MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

HIGHLIGHTS

Prepared over 300 applications
Accomplished in acquiring over \$42M in grant funds

Led Application Services and Writers Team to successful application submission

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

2 CFR 200 knowledge

REGISTRATIONS/ CERTIFICATIONS

Texas CDBG Certified Administrator, Texas Department of Agriculture, Active

Nonprofit Management Certification, East Texas Center for Nonprofits, November 2019

TRAINING

Basic Economic Development Course, Texas A&M Engineering Extension Services, February 2022

Workforce Development Strategies, IEDC, January 2022

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, U.S. Economic Development Administration (EDA), and other grant programs. Mirenda was responsible for application preparation, project management, technical assistance, 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

REGAN LENEHAN

SUBJECT MATTER EXPERT: GRANT ADMINISTRATION

PROFESSIONAL QUALIFICATIONS

Regan Lenehan has been a valued GrantWorks Community Development Department 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 Community Development Block Grants (CDBG), funded by the Texas Department of Agriculture and the Texas General Land Office. She specializes in Community Development, Colonia Construction, Main Street, Downtown Revitalization, CDBG-Disaster Recovery, and CDBG-Mitigation contracts.

Regan 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. Regan works hard to ensure that GrantWorks clients receive high-quality technical assistance and customer service.

RELEVANT EXPERIENCE

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

Regan oversees a team of Community Development Project Managers who assist communities and collectively manage over \$100M in CDBG grant contracts. Regan also leads the regional team structure and provides guidance and support to regional managers in their roles.

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

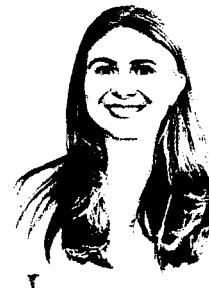
Regan provided internal quality control for procurement reviews, labor standards activities, and technical support and training for GrantWorks staff.

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

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

EMPLOYMENT HISTORY

- ▶ Director of Community Development, GrantWorks, Inc., Austin, Texas, October 2021 – Present
- ▶ Senior Consultant, GrantWorks, Inc., Austin, Texas, April 2018 – October 2021



21 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

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

HIGHLIGHTS

Develop departmental policies and procedures.

Leads a team of project managers.
Conversational Spanish

- ▶ 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

VALARIE PHILIPP, PE

SUBJECT MATTER EXPERT: FEDERAL EMERGENCY MANAGEMENT AGENCY

PROFESSIONAL QUALIFICATIONS

Valarie Philipp is an experienced disaster recovery and management professional who leads, consults, and provides expertise to governmental and private nonprofit counterparts through the cycle of emergency preparedness, response, recovery, and mitigation to secure successful outcomes from events and ensure resilience in the future. Valarie's accomplishments include:

- ▶ Managed FEMA Public Assistance projects totaling over \$780 million since 2017
- ▶ Managed client projects nationwide for COVID-19 recovery totaling \$500 million
- ▶ Managed client projects in Florida/Georgia for Hurricane Irma recovery totaling \$125 million
- ▶ Managed FEMA Disaster Debris Monitoring for Hurricane Irma, over \$35 million for Hurricane Irma

RELEVANT EXPERIENCE

VICE PRESIDENT OF DISASTER RECOVERY, GRANTWORKS, INC., PALM CITY, FLORIDA, SEPTEMBER 2023 – PRESENT

Valarie is the Vice President of Disaster Recovery Programs at GrantWorks. In this role, she oversees the daily operations and implementation of FEMA Public Assistance program services nationwide.

ASSOCIATE MANAGING DIRECTOR, INFRASTRUCTURE, WITT O'BRIEN'S LLC, PALM CITY, FLORIDA, FEBRUARY 2018 – JULY 2023

Valarie performed as the management and operations lead for most FEMA Public Assistance grant recovery efforts in the continental US, working in 14 states within FEMA Regions II, III, IV, VI, VII, IX, and X. She managed 55 projects with 14 staff members supporting client efforts to recover disaster funding through the FEMA process due to multiple disaster occurrences dating back to 2016 including Hurricanes Matthew, Irma, Dorian, Isaias, Ian, Nicole, the 2023 South Florida Flood Event and the COVID-19 Pandemic. Her tasks include proposal development, managing accounts receivable, and upkeeping client contract renewals and extensions for the entire practice. She obtained approximately \$3M in client task bookings with associated revenue in 2022, and bookings of \$850k through May 2023.

ACTING PRACTICE LEAD, FEMA PUBLIC ASSISTANCE DIVISION, WITT O'BRIEN'S LLC, PALM CITY, FLORIDA, APRIL 2019 – OCTOBER 2021

During this period, Valarie served as the acting practice lead for the Public Government Recovery space. She was responsible for maintaining and expanding client revenue, staffing projects, managing personnel time and expenses, maintaining a low accounts receivable balance, supporting client contracting, developing quality proposals to garner more work, participating in client outreach via business development and conference opportunities, reporting to executive leadership, and budget planning for future practice



20 YEARS

FEMA DISASTER RECOVERY EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Engineering, Structural Engineering, University of Florida, Gainesville, Florida, 1997

Bachelor of Engineering, Civil Engineering, University of Florida, Gainesville, Florida, 1996

HIGHLIGHTS

Five years as Associate Managing Director (2.5 years as Acting Practice Lead for FEMA Recovery)

Nine years as Project Manager of Disaster Recovery

Three years as a State Public Assistance Coordinator

Two years as a FEMA TAC Public Assistance Coordinator

Managed an average of 5-25 staff for FEMA Public Assistance, 200+ for FEMA Debris Monitoring

Familiar with state, county, and city government, healthcare, education, and private nonprofits

Skilled in the FEMA Grants Portal and EMGrants State platforms

CERTIFICATIONS/REGISTRATIONS

Registered Professional Engineer, Civil Engineering, Florida and Georgia

endeavors. Valarie obtained client task bookings for future revenue from mid-2019 through the end of 2021, exceeding \$1.2M, \$6M, and \$3M yearly.

PROJECT MANAGER, FEMA PUBLIC ASSISTANCE, WITT O'BRIEN'S LLC, PALM CITY, FLORIDA, APRIL 2009 – OCTOBER 2018

Valarie managed various South Florida clients who are still recovering from the 2004-2005 Hurricanes Charley, Frances, Jeanne, Katrina, and Wilma, as well as the 2016 Hurricane Matthew and 2017 Hurricane Irma. She was responsible for staff oversight and participated in product delivery, including new/versions of project worksheets, time extensions, reimbursement requests, appeals, closeouts, and general grant management functions such as quarterly reports and client project and financial status reporting. Additionally, Valarie was responsible for Project Management duties for ten individual Disaster Debris Monitoring projects in Broward and Palm Beach Counties in response to 2017 Hurricane Irma. Tasks included client management, staffing projects, training monitors in the field, invoicing, daily reporting of operations, and issue resolution.

PUBLIC ASSISTANCE COORDINATOR, FEMA PUBLIC ASSISTANCE, WITT O'BRIEN'S LLC, PALM CITY, FLORIDA, MAY 2006 – MARCH 2009

Valarie worked as the lead Public Assistance Coordinator for FDEM, responsible for recovery efforts in Miami-Dade County, which included 218 municipal and private nonprofit organizations applying for more than \$560 million in federal funds related to Hurricanes Katrina and Wilma. She oversaw public assistance program activities for six State of Florida-declared disasters that impacted the Miami metro area in 2004 and 2005.

EMPLOYMENT HISTORY

- ▶ Vice President of Disaster Recovery Program, GrantWorks, Inc., Palm City, Florida, September 2023 – Present
- ▶ Associate Managing Director, Infrastructure, Witt O'Brien's LLC, Palm City, Florida, February 2018 – July 2023
- ▶ Acting Practice Lead, FEMA Public Assistance Division, Witt O'Brien's LLC, Palm City, Florida, April 2019 – October 2021
- ▶ Project Manager, FEMA Public Assistance, Witt O'Brien's LLC, Palm City, Florida, April 2009 – October 2018
- ▶ Public Assistance Coordinator, FEMA Public Assistance, Witt O'Brien's LLC, Palm City, Florida, May 2006 – March 2009
- ▶ Technical Assistance Contractor (TAC), ATCS, PLC (FEMA Sub to Flour), Florida, 2004 – 2006
- ▶ Structural Engineer, Wiss, Janney, Elstner Associates, Atlanta, Georgia, 1997 – 2004

JULIE NORMAN, EdD, CEcD

SUBJECT MATTER EXPERT: U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

PROFESSIONAL QUALIFICATIONS

Dr. Julie Norman, CEcD, brings over two decades of expertise in economic development planning and strategy implementation. As a Certified Economic Developer (CEcD), she has been instrumental in leading a broad portfolio of economic development initiatives across urban, rural, and disaster-impacted regions. Throughout her career, Julie has worked closely with local governments, nonprofit organizations, and private sector partners to develop comprehensive economic development strategies tailored to the unique needs and opportunities of each community. Her expertise spans workforce development, downtown revitalization, small business support, and infrastructure planning. Julie's approach emphasizes stakeholder engagement, equity, and long-term impact, ensuring that planning efforts are inclusive and forward-thinking. As a project manager, Julie excels in coordinating complex, multi-agency projects from concept through implementation. She brings a strong background in grant management, strategic planning, and performance measurement. She has successfully secured and managed funding from federal, state, and philanthropic sources to support initiatives that drive job creation, business retention, and regional competitiveness.

RELEVANT EXPERIENCE

VICE PRESIDENT OF ECONOMIC DEVELOPMENT, GRANTWORKS, INC., CHARLESTON, WEST VIRGINIA, AUGUST 2023 – PRESENT

Julie leads GrantWorks' efforts to support local governments and regional agencies in fostering sustainable economic growth. She oversees the design, development, and implementation of strategic economic development initiatives, including long-range planning, downtown and corridor revitalization, workforce development, and infrastructure investment planning. Julie is a subject matter expert, providing technical support and oversight in economic development, grant procurement, administration, project delivery, and compliance while implementing strategies to enhance the economic well-being of clients.

EXECUTIVE DIRECTOR, WORKFORCE DEVELOPMENT BOARD OF KANAWHA COUNTY, CHARLESTON, WEST VIRGINIA, 2021 – 2023

Julie served as the Executive Director of the Workforce Development Board (WDB) of Kanawha County, West Virginia. In this role, she led the strategic planning and implementation of workforce initiatives aimed at enhancing employment opportunities and economic growth within the region. She was responsible for overseeing the administration of programs funded under the Workforce Innovation and Opportunity Act (WIOA). Her duties included coordinating with local employers, educational institutions, and community organizations to develop training programs that addressed the specific needs of the local labor market. She also managed the allocation of federal and state resources to support job seekers in acquiring the skills necessary



27 YEARS
ECONOMIC DEVELOPMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Doctor of Education, Educational Leadership, West Virginia University, Morgantown, West Virginia, 2001

Master of Business Administration, Human Resources, Marshall University, Huntington, West Virginia, 1993

Bachelor of Business Administration, Marshall University, Huntington, West Virginia

Graduate, Economic Development Institute, University of Oklahoma, Norman, Oklahoma, 2000

HIGHLIGHTS

27 years of economic development

CERTIFICATIONS/REGISTRATIONS

Certified Economic Developer (CEcD), International Economic Development Council, Active

for gainful employment. Under her leadership, the WDB focused on creating partnerships that bridged the gap between job seekers and employers, ensuring that workforce development efforts were aligned with the economic objectives of Kanawha County. Julie's tenure was marked by a commitment to fostering a responsive and inclusive workforce system that adapted to the evolving demands of the regional economy. Other responsibilities included:

- ▶ Prepared and administered an annual budget of \$4M for the agency and oversaw monthly grant reporting.
- ▶ Analyzed the need for outside vendors, subcontractors, and consultant support.
- ▶ Led the procurement of contracts with subcontractors through Requests for Proposals.
- ▶ Negotiated contract terms and conditions and evaluated performance.
- ▶ Oversaw all grant finances and reporting.
- ▶ Designed and implemented Memorandums of Understanding with system partners.
- ▶ Hired, trained, coached, and supervised staff for the agency.
- ▶ Evaluated programs and provided ongoing technical, financial, and programmatic guidance to staff, subcontractors, and system partners to meet performance goals.
- ▶ Planned, organized, developed, and managed all resources of the American Job Center, a single facility housing ten partner organizations.

EXECUTIVE DIRECTOR, MARION COUNTY ECONOMIC DEVELOPMENT COMMISSION, MARION, SOUTH CAROLINA, 2013 – 2021

In this role, Julie led strategic initiatives aimed at revitalizing the local economy, attracting new industries, and enhancing the County's competitiveness. Under her leadership, Marion County experienced significant economic growth, including the expansion of existing businesses and the attraction of new enterprises. Notable achievements during her tenure include the reopening of the Carolina Entertainment Center as The Swamp Fox Entertainment Complex, creating 272 jobs; the establishment of Aqua City Bottling Co. in Mullins; and the expansion of SOPAKCO, resulting in 121 new jobs. Julie was also instrumental in developing the "Marion County 2025" strategic plan, focusing on key areas such as product and infrastructure development, education and workforce enhancement, livability improvements, business recruitment and retention, and organizational alignment. She worked closely with state and local partners to secure funding and implement programs that supported job creation and economic diversification.

OWNER, JULIE NORMAN ASSOCIATES, COLUMBIA, SOUTH CAROLINA, 2010 – 2013

Julie provided 27 customized training and consulting services to businesses, industries, and community organizations. Her work focused on economic development, workforce development, and strategic planning, leveraging her extensive experience in public and private sector initiatives to support clients in achieving their organizational goals. Julie's responsibilities included conducting comprehensive research, facilitating program design, and delivering tailored training sessions. She collaborated with stakeholders to develop strategies that addressed local economic challenges and opportunities, emphasizing sustainable growth and community resilience.

EMPLOYMENT HISTORY

- ▶ Vice President/Associate Vice President of Economic Development, GrantWorks, Inc., Charleston, West Virginia, August 2023 – Present
- ▶ Executive Director, Workforce Development Board of Kanawha County, Charleston, West Virginia, 2021 – 2023
- ▶ Executive Director, Marion County Economic Development Commission, Marion, South Carolina, 2013 – 2021
- ▶ Owner, Julie Norman Associates, LLC, Columbia, South Carolina, 2010 – 2013
- ▶ Assistant Professor of Business & Economics, University of Charleston, Charleston, West Virginia, 2007 – 2010
- ▶ Deputy Executive Director, WV Department of Commerce, Charleston, West Virginia, 1998 – 2007
- ▶ Program Coordinator & Director of Adult Literacy Coalition, West Virginia Department of Education, Charleston, West Virginia, 1987 – 1998

EILEEN SCHRANDT

SUBJECT MATTER EXPERT: U.S. ENVIRONMENTAL PROTECTION AGENCY

PROFESSIONAL QUALIFICATIONS

Eileen Schrandt is a seasoned project management professional with over 17 years of experience in community development, housing, and grant administration. Eileen leads complex, federally funded projects that support infrastructure, housing recovery, and environmental improvement initiatives. In addition, Eileen serves as a Subject Matter Expert on U.S. Environmental Protection Agency (EPA) programs, with experience managing EPA Region 6-funded Community Project Funding (CPF) grants and ensuring environmental and regulatory compliance across multifaceted housing and infrastructure projects. For example, she was the Project Manager for EPA-funded municipal infrastructure improvements, including the Northeast Water Main and Fire Hydrant Construction Project for the City of Jacinto City, Texas, which enhanced local water quality and fire protection systems under EPA oversight.

Eileen's leadership includes oversight of multiple CDBG-DR-funded multi-family and single-family housing projects, including large-scale developments with the Galveston Housing Authority, such as the \$89 million Oleanders at Broadway project and the Project-Based Voucher Scattered Sites initiative. Her expertise spans the full project lifecycle—from procurement, financial management, and environmental clearance to labor compliance and stakeholder coordination.

Prior to joining GrantWorks, Eileen spent over a decade advancing housing and social service programs through leadership roles at the Housing Authority of the City of Austin and the Texas Health and Human Services Commission. She has secured and managed more than \$15 million in grant funding from federal, state, and foundation sources to support housing, workforce development, early childhood intervention, and community revitalization initiatives. Her background in social work and community collaboration brings a human-centered perspective to the implementation of federally funded programs.

RELEVANT EXPERIENCE

COMMUNITY DEVELOPMENT PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, JUNE 2021 – PRESENT

Project Manager, Northeast Water Main and Fire Hydrant Construction, City of Jacinto City, Texas, November 2022 – October 2023, Grant Amount: \$1,950,000

The City of Jacinto City received funding through an EPA, Region 6 CPF FY2022 grant to improve water infrastructure. As Project Manager, Eileen secured a match funding waiver for the City, relieving the 20% non-federal cost share requirement for the project.



17 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Social Work, Social Work, University of California, Berkeley, California, 2004

Bachelor of Science in Psychology, Penn State University, Pennsylvania, 1997

EXPERIENCE HIGHLIGHTS

Federal Grant Management & Compliance

Program Development

Grant Writing & Administration

Community Development & Collaboration

REGISTRATIONS/ CERTIFICATIONS

Grant Professional Credential (GPCI), National Grant Professionals Association, 2010

Graduate, Leadership Austin, 2009, 2012, and 2015

Nan McKay Family Self-Sufficiency Coordinator Certification, 2017

Project Manager, Oleanders at Broadway Multi-family Housing, Galveston Housing Authority, Galveston, Texas, September 2020 – November 2023, Grant Amount: \$88,968,923

The Galveston Housing Authority's (GHA) Oleanders at Broadway project is one of two remaining projects funded by Hurricane Ike funds to rebuild and replace public housing units destroyed during the disaster in 2008. The last of three multi-family housing projects built to replace 569 units lost in the storm, Oleanders is a high-dollar project requiring multiple levels of coordination. In addition to project management duties, Eileen also works closely with several project partners on the Oleanders project to ensure program compliance and support GHA in project administration. Primary partners include developer McCormack Baron Salazar, labor consultants Kuniklo Corporation, and Paperwork Consulting. Eileen contributes to multiple monthly construction and labor calls and identifies items for follow-up by GrantWorks and GHA. She also reviews and processes complex financial draws, often more than \$2 million each, with funds requested by many subcontractors (10+) in each draw.

Project Manager, Project-Based Voucher Scattered Sites, Galveston Housing Authority, Galveston, Texas, November 2021 – September 2024, Grant Amount: \$1,031,077

The GHA Project-Based Voucher Scattered Sites project is a unique project developed to replace GHA's remaining 26 public housing units. Using CDBG funds for property acquisition and new unit construction, the project utilizes single-family scattered sites across Galveston Island to replace previously destroyed units. The project ensures that units are in different parts of the island, not highly concentrated poverty areas. Project-based vouchers provide affordability for low-income families. As Project Manager, Eileen has a variety of responsibilities, including but not limited to leading multiple coordination meetings with GHA, the GLO, project consultants, and the selected developer; developing and tracking project timelines and milestones; examining and sharing applicable regulations; researching and compiling site and neighborhood asset information for HUD approval; assisting in the development of the project budget(s) and draw procedures; tracking and documenting over \$2.5 million in grant match funding; and supporting the URA and voucher conversion processes.

EMPLOYMENT HISTORY

- ▶ Community Development Project Manager, GrantWorks, Inc., Austin, Texas, June 2021 – Present
- ▶ Early Childhood Intervention Project Manager, Texas Health and Human Services, Austin, Texas, January 2018 – May 2021
- ▶ Community Development Consultant, Housing Authority of the City of Austin, Austin, Texas, December 2017 – January 2018
- ▶ Director of Community Development, Housing Authority of the City of Austin, Austin, Texas, January 2015 – September 2017
- ▶ Rosewood Choice Neighborhoods Project Manager, Housing Authority of the City of Austin, November 2012 – December 2014
- ▶ Grants Manager, Housing Authority of the City of Austin, Austin, Texas, March 2007 – October 2012
- ▶ Family Service Supervisor, Institute for Human and Social Development, South San Francisco, California, May 2005 – September 2006
- ▶ Special Projects Coordinator, Institute for Human and Social Development, South San Francisco, California, May 2004 – April 2005
- ▶ Independent Consultant/Contractor, San Mateo County Office of Education, Redwood City, California, and Bay Area Social Services Consortium, Berkeley, California, August 2003 – January 2005
- ▶ Social Welfare Graduate Internships, First 5 San Mateo County and Shelter Network of San Mateo County, San Mateo, California, September 2002 – May 2004
- ▶ Family Advocate, Institute for Human and Social Development, South San Francisco, California, December 2001 – September 2002
- ▶ Child Mental Health Intern, Napa/Solano Head Start, Vallejo, California, September 1997 – June 1998
- ▶ Residential Counselor, Northwestern Human Services, State College, Pennsylvania, April 1996 – February 1997

JO CARROLL

SUBJECT MATTER EXPERT: U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

PROFESSIONAL QUALIFICATIONS

Jo Carroll is a nationally acclaimed HUD/CDBG/CDBG-DR and housing expert with over 40 years of extensive leadership experience in local, state, and federal recovery programs. Jo is a pioneer in CDBG-DR programs, providing executive and senior leadership for the first-ever CDBG-DR construction program in 2009 and ten subsequent major federal recovery programs. Jo has specialized in redeveloping housing, infrastructure, and public facilities, as well as developing and managing public service programs and assisting low-income and special-needs families. She earned recognition from HUD for “Best Practices” for Housing, Public Services, and Minority Business Participation. Beginning in 2009, Jo developed many processes, procedures, and documentation that have since been adopted as the industry’s best practices and are still used in recovery programs today. Under her leadership, more than 10,000 disaster-impacted homeowners have returned to their homes.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT OF OPERATIONS/SUBJECT MATTER EXPERT, GRANTWORKS, INC., AUSTIN, TEXAS, JULY 2020 – PRESENT

Housing, Infrastructure & Public Services/Economic Recovery Subject Matter Expert, Program Management Services for Sarasota County Resilient SRQ CDBG-DR Recovery Program, Sarasota County, Florida, April 2024 – Present

Jo provides subject matter expertise to Sarasota County on its \$201.5M Hurricane Ian CDBG-DR Recovery Program. She was responsible for reviewing the County’s CDBG-DR Action Plan and writing its Implementation Plan for its CDBG-DR housing recovery program. The Implementation Plan included developing policies and standard operating procedures (SOPs) and using lessons learned and best practices acquired from leading prior large-scale CDBG-DR program implementations across the U.S.

Program Support Subject Matter Expert, CDBG-DR Staff Augmentation, Volusia County Department of Recovery and Resiliency (DRR), Transform386 Program, Volusia County, Florida, February 2024 – Present

Volusia County received \$329.9 million in CDBG-DR funding, and DRR selected GrantWorks to provide staffing and training support across all CDBG-DR programs and projects. Jo provides subject matter expertise to Volusia County staff on duplication of benefits, one-on-one training, and the buyout program.

Executive Sponsor/Subject Matter Expert, American Rescue Plan Act (ARPA), 200+ Counties and Cities, Texas, March 2021 – April 2024

Jo provided executive program management oversight and technical guidance to program delivery staff, managing \$1 billion in ARPA



40+ YEARS

HUD PROGRAM MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

HIGHLIGHTS

Program Manager of four major CDBG-DR programs, including New Jersey Hurricane Sandy and Texas Hurricane Rita, Ike, and Harvey Programs

40+ years of HUD and CDBG housing and infrastructure program management experience
National “HUD Best Practices” winner for Housing, Public Services, and Minority Business Participation

REGISTRATIONS/ CERTIFICATIONS

Certified HOME Program Specialist

PROFESSIONAL AFFILIATIONS

Past memberships on the National Community Development Association Committees, the National Affordable Housing Committee, and the National HOME Program Committee

Past Member of Board of Directors, NCDA Region VIB

fund allocations for a portfolio of over 200 state, county, and city clients.

Executive Sponsor, Various State-Managed Emergency Rental Assistance Programs (ERAP), Florida and Texas, February 2021 – December 2022

Jo provided program management support and subject matter expertise to staff working on CARES Act-funded housing programs in Florida and Texas. Florida received \$1.54 billion in federal emergency rental assistance funds to aid struggling tenants and landlords during the pandemic. Under Jo's leadership, staff handled case management, eligibility determinations and analyses, quality control reviews, and payment processing services. The Florida program has assisted over 228,000 families in receiving relief for past-due rent and utilities.

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

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

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

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

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

EMPLOYMENT HISTORY

- ▶ Senior Vice President of Operations, GrantWorks, Inc., Austin, Texas, July 2020 – Present
- ▶ Director/Senior Program Manager, APTIM Environmental & Infrastructure, LLC, Trenton, New Jersey, and Houston, Texas, July 2017 – July 2020
- ▶ Program Manager/Senior Project Manager, CB&I Environmental & Infrastructure, LLC, Trenton, New Jersey, February 2013 – June 2017
- ▶ Project Manager, Shaw Environmental & Infrastructure, Inc., Austin, Texas, April 2009 – February 2013
- ▶ CDBG Independent Consultant, Multiple Cities, Counties, States, Nonprofits, 2000 – April 2009
- ▶ Community Development Director, City of College Station, Texas, 1990 – 2000
- ▶ Deputy Director/Director, Brazos Valley Council of Governments, Bryan, Texas, 1980 – 1990

JEFF CARRILLO

SUBJECT MATTER EXPERT: TEXAS DEPARTMENT OF AGRICULTURE

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 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 provided to internal and external stakeholders meets the highest standards.

RELEVANT EXPERIENCE

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

Jeff assists communities with project implementation and provides day-to-day support for Community Development Project Managers. His team coordinates public infrastructure construction projects funded by federal and state grants, primarily from the Community Development Block Grant Program (CDBG) and CDBG-Disaster Recovery (CDBG-DR) funding allocated for Hurricane Harvey. These projects typically are for the construction of improvements to public water and wastewater systems, including road, drainage, building, park, and housing improvement activities, and can also be related to disaster recovery.

Jeff helps to train CD Project Managers to coordinate and manage multiple moderately complex projects at various stages of implementation, in coordination with company management and client services/business development staff, as well as Senior PMs, on how to effectively conduct Mini DL, review common pitfalls, and questions to escalate. Jeff writes and reviews SOPs and update templates, leads and attends training sessions, performs internal quality control audits once a month, and communicates effective strategies to employees. He also oversees the CD Coordinator Team, who provide direct assistance to Project Managers and the department.

ASSOCIATE DIRECTOR/ASSISTANT DIRECTOR OF COMMUNITY DEVELOPMENT, GRANTWORKS, INC., AUSTIN, TEXAS, SEPTEMBER 2018 – OCTOBER 2021

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



11 YEARS

GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

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

EXPERIENCE HIGHLIGHTS

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

Excellent written and verbal communication skills.

SENIOR PROJECT MANAGER/PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, AUGUST 2014 – SEPTEMBER 2018

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 provides project management services to help shepherd the project to completion, and this project finished at the end of 2018 on time and under budget.

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

Kleberg County received Disaster Recovery funds to upgrade its 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, Texas Hurricane Ike/Dolly CDBG-DR Round 1, Water Well, Emergency Generator, and Fire Protection Facilities Construction, Village of Tiki Island, Texas, January 2010 – August 2015, Grant Amount: \$1,732,394

The Village of Tiki Island received funding to construct a water well to ensure an adequate water supply in an emergency following Hurricanes Ike and Dolly, and the construction of an emergency generator and new fire protection facilities. Jeff provided grant administration services that included reviewing and processing requests for reimbursement and providing Davis-Bacon, Section 3, programmatic technical assistance and guidance. Jeff facilitates communication between state and local stakeholders, engineers, and contractors to ensure successful project completion.

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

TxDOT awarded Upton County 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. GrantWorks completed the project 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

TxDOT awarded Kleberg County a Transportation Infrastructure Fund to help mitigate road damage caused 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, October 2021 - Present
- ▶ Associate Director of Community Development, GrantWorks, Inc., Austin, Texas, September 2020 – October 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

PATRICK KELLEY

SUBJECT MATTER EXPERT: TEXAS DIVISION OF EMERGENCY MANAGEMENT

PROFESSIONAL QUALIFICATIONS

Patrick Kelley has 45 years of emergency management experience involving the military, nonprofit, and local government organizations. He understands federal requirements, rules, and regulations concerning public assistance and mitigation programs. Patrick is skilled in emergency operations, crisis management and response, disaster planning/management, public safety standards development (emergency preparedness/emergency services), and budgeting/financial accounting. He has provided oversight on large projects of more than \$6 million. He has also managed Regional Emergency Management for a major nonprofit.

At the state level, Patrick was responsible for mitigation activities for three Texas regions, including 174 counties. He covered approximately 1,000,000 residents, including establishing over 5,000 individual safe rooms within the Texas Tornado Belt. Patrick has an extensive background in emergency planning, response, and recovery for all types of facilities. He is a proven leader who has directed numerous military and domestic teams. He is certified as a Certified Business Continuity Professional (CBCP), a FEMA Level 1 Continuity of Operations Professional (COOP1), and a FEMA Advanced Professional Services. Patrick has experience in the following:

- ▶ Developing mitigation project applications, business continuity processes, disaster response exercises, and project management
- ▶ State of Texas Grant Management System and the FEMA NEMIS system
- ▶ Logistical support during disaster responses to many different types of disaster events, including hurricanes, tornadoes, floods, terrorist attacks, and earthquakes
- ▶ Management experience that includes supervision of personnel over lengthy periods, from 30 days to 3 years
- ▶ Constantly evaluating past experiences and new methodologies to obtain the best processes for a client.
- ▶ Experienced in developing Benefit-Cost Analyses (BCAs)

RELEVANT EXPERIENCE

HAZARD MITIGATION PROJECT MANAGER, GRANTWORKS, INC., SAN MARCOS, TEXAS, SEPTEMBER 2022 – PRESENT

Since September 2022, Patrick has served as a Hazard Mitigation Project Manager, administering hazard mitigation funds awarded to applicants by the Texas Division of Emergency Management (TDEM) and the Texas Water Development Board (TWDB). In this role, Patrick coordinates and manages multiple projects at various stages of implementation, ensuring effective communication with local, state, and federal agency officials through meetings, written correspondence, and phone consultations. He focuses on both the financial and technical aspects of project management, including



45 YEARS

FEMA DISASTER RECOVERY EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Coursework, St. Anselm's College, Manchester, New Hampshire, 27 Semester Hours, 1975 – 1977

NCO Leadership School, Elmendorf AFB, Alaska, 30 Semester Hours, 1973

Coursework, Alaska University, Elmendorf AFB, Alaska, 14 Semester Hours, 1972 – 1973

Coursework, San Antonio Junior College, San Antonio, Texas, 7 Semester Hours, 1965 - 1966

EXPERIENCE HIGHLIGHTS

45 years of emergency management experience

12 years of hazard mitigation experience

CERTIFICATIONS/REGISTRATIONS

Disaster Response Institute International, CBCP #17127

FEMA Level 1 COOP Professional Certification

PROFESSIONAL AFFILIATIONS

Member, Association of Contingency Planners

reviewing contracts, contractor pay estimates, service provider invoices, progress reports, change orders, and contract amendments. He develops applications for Hazard Mitigation Assistance programs and provides technical guidance on program rules, policies, and procedures, including environmental compliance, cost-effectiveness, and project phasing. Additionally, he reviews and interprets project-related correspondence and documentation, maintains project performance, budget, and status tracking systems, prepares project files for monitoring and audit reviews, and facilitates Local Planning Team meetings.

ASSISTANT HAZARD MITIGATION OFFICER, TEXAS DIVISION OF EMERGENCY MANAGEMENT, AUSTIN, TEXAS, 2010 – 2022

Patrick served as Assistant Hazard Mitigation Officer with the Texas Division of Emergency Management, acting as the state representative to assist qualified jurisdictions in the development, approval, and monitoring of FEMA Hazard Mitigation Program Grants (HMPG). In this role, he utilized HMGP Project Management systems to oversee grant activities, conducted site inspections for both large and small Project Worksheets (PWs), and collaborated with applicants to resolve outstanding issues and close case files. Additionally, he provided support to the Public Assistance Department as needed, ensuring compliance with program requirements and facilitating effective project completion.

VOLUNTEER, ARC NATIONAL DISASTER RESOURCE MANAGEMENT CENTER (DRMC), CENTRAL TEXAS CHAPTER, AUSTIN, TEXAS, 2010 – 2012

Patrick served as a volunteer with the ARC National Disaster Resource Management Center (DRMC), Central Texas Chapter, in Austin, Texas. In this role, he recertified electronic equipment returned to the RMC following national disaster operations and provided recommendations to improve operational procedures. Patrick also responded to both local and nationally declared disasters, serving in Logistics (Log) and Life Safety and Asset Protection (LSAP) Manager positions, and submitted updates to enhance logistical procedures.

DIRECTOR, EMERGENCY SERVICES, AMERICAN RED CROSS, CAPITAL AREA CHAPTER, TALLAHASSEE, FLORIDA, 2008 – 2010

Patrick oversaw disaster response services, Service to Armed Forces, International Services, and Community Preparedness Services across a 28-county region. He was responsible for developing and executing the Chapter Disaster Response Plan and the Continuity of Operations Plan (COOP), serving as the primary ARC contact for all county and regional emergency management organizations. Additionally, he managed all ARC responses within the region, including mass care, logistics, individual client assistance, and long-term recovery efforts for clients.

EMPLOYMENT HISTORY

- ▶ Hazard Mitigation Project Manager, GrantWorks, Inc., San Marcos, Texas, September 2022 – Present
- ▶ Assistant Hazard Mitigation Officer, Texas Division of Emergency Management, Austin, Texas, 2010 – 2022
- ▶ Volunteer, ARC National Disaster Resource Management Center (DRMC), Central Texas Chapter, Austin, Texas, 2010 – 2012
- ▶ Director, Emergency Services, American Red Cross, Tallahassee, Florida, 2008 – 2010
- ▶ Coordinator, Planning & Preparedness, Greater Miami and The Keys, American Red Cross, Florida, 2005 – 2007
- ▶ Manager, Logistics, National American Red Cross Disaster Services, 1985 – 2006
- ▶ Business Continuity Coordinator, Franklin Templeton Investments, San Mateo, California, 1998 – 2002
- ▶ Business Continuity Coordinator, Vision Service Plan, Rancho Cordova, California, 1996 – 1998
- ▶ Disaster Preparedness NCO/Officer, USAF Disaster Preparedness, Various USAF Bases, U.S., 1981 – 1986

KAREN BLANEY

SUBJECT MATTER EXPERT: TEXAS WATER DEVELOPMENT BOARD AND TEXAS COMMISSION ON ENVIRONMENTAL QUALITY

PROFESSIONAL QUALIFICATIONS

Karen Blaney is a seasoned Subject Matter Expert with over 20 years of experience leading complex disaster recovery, mitigation, and sustainability programs and initiatives for local governments, universities, and nonprofit organizations. Her technical expertise and ability to coordinate multidisciplinary teams have made her a trusted leader in managing large-scale infrastructure projects funded through CDBG, CDBG-DR, CDBG-MIT, FEMA Public Assistance and Hazard Mitigation, and TCEQ RESTORE Act programs.

Karen currently manages over \$200 million in CDBG-MIT infrastructure projects, including wastewater treatment plant upgrades and comprehensive stormwater drainage improvements. Her responsibilities span environmental and acquisition compliance, budget and scope amendments, procurement guidance, and construction oversight. Her career highlights include managing \$5.8 million in Texas Water Development Board, Flood Infrastructure Fund projects for Willacy County, \$90.8 million Hurricane Ike/Dolly CDBG-DR recovery program for the City of Galveston, and multiple FEMA Public Assistance and Hazard Mitigation projects across South Texas. Karen has also led several high-impact TCEQ RESTORE Act projects, including beach park revitalization and coastal ecosystem restoration.

RELEVANT EXPERIENCE

SENIOR GRANT MANAGER/REGIONAL MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, JANUARY 2022 – PRESENT

Karen provides administrative and compliance oversight for a team of eight project managers covering \$208,155,351 in competitive CDBG-MIT grants throughout South Texas. Projects range from upgrades and improvements to wastewater treatment plants to extensive drainage throughout county and city stormwater infrastructure. Compliance items include environmental review, acquisition, preliminary design review, advisement on budget and scope amendments, and guidance through the 2 CFR 200 competitive bid process.

Regional Manager/Senior Project Manager, Recreational Tourism and Ecotourism Restoration, Coastal Bend Region and Padre Balli and I.B. Magee Beach Parks, RESTORE Act Program, U.S. Department of the Treasury and Texas Commission on Environmental Quality, Nueces County, Texas, Grant Amount: \$7.5 million, May 2022 – April 2025

Karen provided administrative and compliance oversight for two complementary RESTORE projects in Nueces County. These projects addressed recreational and conservation priorities in Padre Balli and I.B. McGee Beach Parks.



20 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Arts, English, Pennsylvania State University, State College, Pennsylvania, 1999

Bachelor of Arts, English, Austin College, Sherman, Texas, 1997

HIGHLIGHTS

\$300M+ in CDBG-DR and CDBG-MIT Funded Infrastructure Projects

Extensive infrastructure, water/wastewater, drainage, and coastal restoration project experience

Disaster recovery, mitigation, and sustainability program delivery expert

2 CFR 200 Technical Acumen

REGISTRATIONS/ CERTIFICATIONS

Senior Fellow, Environmental Leadership Program

Texas CDBG Certified

Administrator, Texas Department of Agriculture, Non-Active

SENIOR PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, DECEMBER 2018 – JANUARY 2022

Karen managed all aspects of over a dozen federal and state projects, including compliance with Davis-Bacon labor standards, acquisition under the Uniform Act, financial management, and closeout reviews with federal and state program staff. She has experience with CDBG-DR, CDBG-MIT, FEMA Public Assistance, and FEMA Hazard Mitigation projects. A summary of key projects is as follows.

Senior Project Manager, Lower San Bernard River Ecosystem Restoration Project, RESTORE Act Program, U.S. Department of the Treasury and Texas Commission on Environmental Quality, Brazoria County, Texas, Grant Amount: \$10.8 million, November 2019 – October 2023

Karen assisted Brazoria County with budgeting and project management for this program, which supported recovery from the Deepwater Horizon disaster in the Gulf of Mexico. The Texas Commission on Environmental Quality (TCEQ) awarded Brazoria County RESTORE funds for the environmental restoration of a large-scale dredging project at the mouth of the Lower San Bernard River. Karen created a Work Plan for TCEQ and coordinated engineering and construction activities throughout the project.

Senior Project Manager, Texas CDBG-DR Hurricane Harvey, Multiple Clients, Multiple Locations, Texas, Grant Amount: \$3.5 million, January 2020 – Present

The combined budget for these projects totals \$3.5 million. Karen manages a \$1.5 million grant for Calhoun County, specifically for the City of Seadrift, with nine project sites. She previously worked on two projects in Refugio County for the Towns of Woodsboro and Bayside. The projects include road and drainage improvements, public facility enhancements, fire safety upgrades, and water and wastewater infrastructure improvements. The projects in Seadrift began construction in the spring and summer of 2021.

Senior Project Manager, Texas CDBG-DR Ike/Dolly Round 2.2 Infrastructure Improvement Program, City of Galveston, Galveston, Texas, Grant Amount: \$90.8 million, March 2019 – Present

The City of Galveston received funding to provide reliable and continuous potable water, ensure the function of roadways, demolish and remediate a defunct municipal incinerator site, maintain the operation of city services, and provide safe and efficient wastewater treatment. Karen assists the City through the remaining project implementation, including construction management, budgets, amendments, labor standards, review of change orders and construction payments, and grant closeout.

Senior Project Manager, FEMA Public Assistance and Hazard Mitigation, Multiple Clients, Multiple Locations, Texas, Grant Amount: \$15 million, March 2019 – December 2020

GrantWorks clients, including Galveston County, Seadrift, Woodsboro, Bayside, Victoria, and Refugio (Town), received FEMA Public Assistance funding to repair damage caused by Hurricane Harvey. Projects include road, bridge, and facility (buildings and parks) repairs, as well as emergency vehicle replacement. Karen assisted the clients with qualifying projects by monitoring grant requirements, preparing funding requests for TDEM, reporting, and responding to RFIs. Karen also facilitated periodic conference calls to coordinate with staff members in the localities, TDEM, and FEMA, and assisted in strategizing the next steps in the projects.

EMPLOYMENT HISTORY

- ▶ Senior Grant Manager/Regional Manager, GrantWorks, Inc., Austin, Texas, January 2022 – Present
- ▶ Senior Project Manager, GrantWorks, Inc., Austin, Texas, December 2018 – January 2022
- ▶ Program Coordinator, City of Austin Watershed Planning Department, Austin, Texas, June – November 2018
- ▶ Austin 2030 District Director, SPEER South-Central Partnership for Energy Efficiency as a Resource, Austin, Texas, July 2016 – May 2018
- ▶ Assistant Manager for Grant Programs, Office of Sustainability, University of Texas at Austin, Texas, July 2011 – July 2016
- ▶ Staff Advisor/Program Coordinator, Campus Environmental Center at University of Texas at Austin, Texas, August 2007 – July 2011
- ▶ Information Specialist, National Hospice and Palliative Care Organization, Austin, Texas, November 2006 – May 2007

TREY FRIEDRICH

GRANT ANALYST/RESEARCHER

PROFESSIONAL QUALIFICATIONS

As a dynamic and driven professional, Trey Friedrich brings a wealth of experience in delivering public sector solutions. With over three years of administrative public sector experience at Florida State University, his career is marked by excellence in customer service, contract management, vendor relations, procurement, and state policy. Trey consistently navigates complex regulatory environments to deliver innovative solutions that meet public sector needs, ensuring projects are completed on time and within budget. In addition to his technical skills, Trey excels in fostering collaborative relationships with stakeholders at all levels. His experience in procurement and state policy provides a deep understanding of government operations and compliance. Passionate about driving positive change, Trey leverages his skills to deliver impactful results for clients, large and small.

RELEVANT EXPERIENCE

SENIOR PROJECT MANAGER, GRANTWORKS, INC., TALLAHASSEE, FLORIDA, OCTOBER 2024 – PRESENT

Trey provides strategic guidance in business development while growing the expertise and support of the company's clients. He supports project and program delivery. He identifies and tracks the latest federal, state, and local funding opportunities and seeks partnering opportunities with non-profits, community organizations, and other strategic partners. In coordination with our grant writing team, support existing/new local government clients and private companies in applying for economic and community development grants. Trey also oversees the monitoring and compliance of projects.

ASSISTANT DIRECTOR – UBA UNIVERSITY LIBRARIES, FLORIDA STATE UNIVERSITY, TALLAHASSEE, FLORIDA, APRIL 2024 – SEPTEMBER 2024

Trey oversaw all financial and administrative operations for the University's Libraries' \$20 million+ budget, ensuring 24/7 availability and compliance with financial regulations. He provided financial guidance to University Libraries, Deans, Directors, and Department Head administrators, ensuring compliance with policies and effective internal controls. Trey was a liaison between University Libraries, other university departments, and outside vendors, ensuring adherence to regulations and standards. He managed full-time and part-time staff operations for accurate financial reporting and efficient business and administrative functions. Trey provided financial and administrative support for the Innovation Hub, ensuring compliance and efficient operations.

CLIENT PARTNER, PUBLIC SECTOR – FLORIDA, TALLAHASSEE, FLORIDA, MARCH 2023 – APRIL 2024

In this role, Trey collated, analyzed, and disseminated information on Public Sector budgetary requests, business strategy/priorities, technology needs, and available procurement sources. He was the main contact point for statewide procurement offices and vendor contracting vehicles. He also collaborated with sales, partners, decision-makers, and key influencers



5 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

Grantworks, Inc.

EDUCATION

Bachelor of Arts, Interdisciplinary Humanities, Florida State University, Tallahassee, Florida, 2017

EXPERIENCE HIGHLIGHTS

Expertise in delivering innovative solutions and ensuring compliance
Skilled in managing contracts and vendor relations to meet deadlines and budgets

Proficient in procurement processes and stakeholder collaboration

REGISTRATIONS/ CERTIFICATIONS

Graduate Certificate, Emergency Management and Homeland Security, Florida State University, Tallahassee, Florida, 2023

Texas CDBG Certified Administrator, Texas Department of Agriculture, Active

APPOINTMENTS

Board of Adjustment & Appeals – Alternate Chair, Leon County
Board of County Commissioners, Leon County, Florida, July 2025 – June 2028

within the Public Sector. Trey worked directly and indirectly with clients in account management functions. He supported Marketing, Pre-sales, Partners, and Sales teams in performing sales and marketing activities. He also prospected, cold-called, campaigned, and scheduled meetings to build client relationships.

ACCOUNTING SPECIALIST, UBA – COLLEGE OF LAW, FLORIDA STATE UNIVERSITY, TALLAHASSEE, FLORIDA, SEPTEMBER 2021 – FEBRUARY 2023

Trey was the primary Contract Manager, whose duties included vendor onboarding and confirming departmental negotiation compliance with university policy. He processed and recorded vendor invoices and payments, including verifying the accuracy and ensuring timely payments, monitoring/updating PO records, and reconciling monthly P-cards for the College of Law. Trey used Generally Accepted Accounting Principles (GAAP) to monitor transactions, applying charges to appropriate accounts. He was responsible for producing accurate and timely financial reports for the college administration and interpreting and complying with Florida statutes and state and university policies.

EMPLOYMENT HISTORY

- ▶ Senior Project Manager, GrantWorks, Inc., Tallahassee, Florida, October 2024 – Present
- ▶ Assistant Director – UBA University Libraries, Florida State University, Tallahassee, Florida, April 2024 – September 2024
- ▶ Client Partner, Public Sector – Florida, Tallahassee, Florida, March 2023 – April 2024
- ▶ Accounting Specialist, UBA – College of Law, Florida State University, Tallahassee, Florida, September 2021 – February 2023
- ▶ Student Program Coordinator – Student Union, Florida State University, Tallahassee, Florida, February 2020 – September 2021
- ▶ Operations Manager, Spectra Venue Management, Tallahassee, Florida, January 2019 – February 2020

SHAWNA MCELFISH

GRANT WRITING AND APPLICATION DEVELOPMENT SENIOR GRANT SPECIALIST

PROFESSIONAL QUALIFICATIONS

Shawna McElfish has nine years of experience in grant writing, administration, and project management. She joined GrantWorks in October 2019 as an Application Specialist and has quickly moved up the ranks. As the Director of Application Services, Shawna is responsible for gathering data, monitoring the progress of deadlines, and overseeing the preparation of application materials. She continues to write grants for community and economic development projects and coordinates with municipalities, chambers of commerce, local businesses, economic development corporations, and other local entities to develop application projects.

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 other Application Specialists. She also manages and writes grant applications for clients.

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

Shawna's responsibilities included working with cities and counties to prepare applications according to all program requirements. She provided general advice and technical assistance so clients could select the best fundable project. She also completed and submitted applications to the proper funding program on or before the deadline. Shawna specialized in funding sources, including State Departments of Agriculture, State Departments of Transportation, State General Land Offices, and the U.S. Economic Development Administration.

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

Shawna communicated closely with City/County staff, engineers, architects, and construction contractors. She also communicated with state agencies, including the State Departments of Agriculture, State Departments of Transportation, State Departments of Parks and Wildlife, and the U.S. Department of Agriculture (USDA). 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.



9 YEARS

**GRANT APPLICATION &
MANAGEMENT EXPERIENCE**

COMPANY

GrantWorks, Inc.

EDUCATION

Coursework, Southwestern Adventist University, Keene, Texas

HIGHLIGHTS

Detail orientated

Organized

Strong communication skills

REGISTRATIONS/ CERTIFICATIONS

Community Development Block Grant Certified Administrator, 2024 – 2025

TRAINING

Texas CDBG Certified Administrator, Texas Department of Agriculture, Active

Basic Economic Development Course (BEDC), Texas A&M Engineering Extension Service, February 2022

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

KENDRA BUSSE ROCHA

GRANT ADMINISTRATION PROJECT MANAGER

PROFESSIONAL QUALIFICATIONS

Kendra Busse Rocha is a skilled Community Development Project Manager with six years of project management and grant administration experience. She specializes in overseeing public infrastructure and community development projects funded primarily through the CDBG, CDBG-DR, and CDBG-MIT grant programs administered by the Texas Department of Agriculture, Texas General Land Office, and Texas Water Development Board. Kendra has managed over \$1 million in client funding and brings extensive knowledge of federal and state funding opportunities, project coordination, and web-based project management tools.

Prior to joining GrantWorks, Kendra served as an Environmental Specialist and Assistant Project Coordinator at SWG Engineering LLC., where she facilitated grant projects from application through construction. In that role, she coordinated across clients, funding teams, environmental and engineering staff, and funding agencies, assisting with the procurement of federal, state, and local funding from agencies such as FEMA, TDEM, USBOR, USDA, TWDB, and TPWD. She supported preliminary studies, environmental assessments, Master Drainage Plans, and Hazard Mitigation Plans, while also contributing to internal project management, preparing Requests for Qualifications, and maintaining the company website.

RELEVANT EXPERIENCE

COMMUNITY DEVELOPMENT PROJECT MANAGER II/COMMUNITY DEVELOPMENT PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, JUNE 2022 – PRESENT

Kendra coordinates and oversees public infrastructure and construction projects funded primarily through the CDBG, CDBG-DR, and CDBG-MIT administered by the Texas Department of Agriculture, Texas General Land Office, and Texas Water Development Board. Serving local government clients, Kendra manages moderately complex projects at various stages, including improvements to public water and wastewater systems, roads, drainage, buildings, parks, and housing, often in the context of disaster recovery efforts.

Kendra collaborates directly with local officials, state and federal agency staff, third-party engineers, and subconsultants to ensure projects are implemented efficiently, cost-effectively, and in compliance with all technical and financial requirements. Her responsibilities include reviewing contractor pay estimates and engineering invoices, preparing quarterly reports and contract amendments, and interpreting government publications and regulations related to project implementation. Kendra also hosts public meetings and presents project updates to elected bodies, while managing deadlines, trigger events, and environmental review processes using demographic and project data.



6 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Business Administration, Business Administration, Texas A&M University, Corpus Christi, Texas, 2023

Bachelor of Science, Bioenvironmental Sciences, Texas A&M University, College Station, Texas, 2019

HIGHLIGHTS

Managed to make over \$1 million in funding for clients

Web Navigation/Web Design

Extensive knowledge of federal and state funding opportunities

REGISTRATIONS/CERTIFICATIONS

Texas CDBG Certified Administrator, Texas Department of Agriculture, Active
Grant Developmental Certification, UTRGV, 2021

ENVIRONMENTAL SPECIALIST/ASSISTANT PROJECT COORDINATOR, SWG ENGINEERING LLC., WESLACO, TEXAS, MAY 2019 – JUNE 2022

Kendra facilitated grant projects from initial application through construction. In this role, she coordinated across clients, funding teams, environmental and engineering staff, and funding agencies to ensure all project requirements were met within designated timelines. She assisted in the procurement of federal, state, and local funding from agencies including FEMA, TDEM, USBOR, USDA, TWDB, and TPWD. Her responsibilities included supporting the completion of preliminary studies, environmental assessments and reports, Master Drainage Plans, and Hazard Mitigation Plans. Additionally, Kendra contributed to internal project management for complex projects, prepared Requests for Qualifications for potential and existing clients, and facilitated the management and content of the company website.

EMPLOYMENT HISTORY

- ▶ Community Development Project Manager, GrantWorks, Inc., Austin, Texas, June 2024 – Present
- ▶ Community Development Project Manager, GrantWorks, Inc., Austin, Texas, June 2022 – June 2024
- ▶ Environmental Specialist/Assistant Project Coordinator, SWG Engineering LLC., Weslaco, Texas, May 2019 – June 2022

SUSAN RICO, PMP

GRANT ADMINISTRATION PROJECT MANAGER

PROFESSIONAL QUALIFICATIONS

Susan Rico, PMP, is a seasoned Community Development Project Manager with over 20 years of management experience in project coordination, grant administration, and federal program compliance. She oversees complex infrastructure projects funded primarily through the Texas Department of Agriculture and the Texas General Land Office from planning through closeout. She manages financials, reviews documentation, ensures regulatory compliance, and coordinates with local officials, contractors, and state and federal agencies.

Previously, Susan served as an American Rescue Plan Act (ARPA) Project Manager, coordinating water, sewer, and broadband projects while streamlining grant application portals, and as a Data Analyst at the Texas Health and Human Services Commission, where she monitored nonprofit case management, conducted analyses, and ensured FEMA compliance. Her background also includes roles in healthcare, higher education, and the U.S. Army, providing expertise in training, personnel management, and operational oversight. Known for her expertise in contractual compliance, monitoring, quality assurance, and customer service, Susan brings a meticulous, solution-oriented approach to community development projects, ensuring timely, compliant, and impactful outcomes.

RELEVANT EXPERIENCE

COMMUNITY DEVELOPMENT PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, SEPTEMBER 2025 – PRESENT

Susan coordinates and manages multiple complex projects at various stages of implementation in coordination with company management and client services/business development staff. She communicates effectively with local officials, professional service providers, and various state and federal agencies. She also manages financial details of project management, including review of contractor pay estimates and professional service invoices, budget tracking, billing projections, and payment thresholds. In addition, Susan reviews project applications, demographic surveys, maps, environmental assessments, and other project documentation. Susan interprets government publications and regulations as they pertain to project implementation. She also hosts public meetings and presents to local elected bodies regarding project status.

ARPA PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, FEBRUARY 2022 – SEPTEMBER 2025

Susan coordinates projects funded primarily by the ARPA. These funds are distributed via the U.S. Treasury directly to state or local governments (cities and counties). The projects are mainly related to water, sewer, or broadband improvement. Susan coordinates and expedites the projects, working directly with local government contacts, the U.S. Treasury staff, engineers, and other professional service providers. In addition to this work, Susan



20 YEARS

MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Science, Data Science, Syracuse University, Syracuse, New York, 2020

Master of Education, Kinesiology and Exercise Science, University of Texas at Austin, Austin, Texas, 2017

Bachelor of Science, Kinesiology and Exercise Science, Texas State University, San Marcos, Texas, 2015

EXPERIENCE HIGHLIGHTS

Knowledge of Contractual Compliance, Monitoring, Quality Assurance, and Customer Service

Fluent in English and Spanish

REGISTRATIONS/ CERTIFICATIONS

Project Management Professional, Project Management Institute, Issued March 2025

Texas CDBG Certified Administrator, Texas Department of Agriculture, Active

Certified Texas Contract Manager, Texas Comptroller, Issued August 2019

Certified Texas Contract Developer, Texas Comptroller, Issued January 2021

TRAINING

FEMA IS-100c

FEMA IS-200b

FEMA IS-700

collaborates in creating multiple web-based portals for nonprofit and small business grant programs to streamline the grant application and management process.

DATA ANALYST, EMERGENCY SERVICES PROGRAM, TEXAS HEALTH AND HUMAN SERVICES COMMISSION, AUSTIN, TEXAS, MARCH 2018 – JANUARY 2022

Susan monitored and analyzed case management procedures of nonprofit organizations, developing and implementing improvements to ensure grant compliance and maximize community impact. She provided technical assistance to nonprofit staff, ensuring data integrity, reliability, and efficiency within Case Management Customer Relationship Management (CRM) systems. Susan used a Case Management CRM database to monitor and track nonprofit progress toward meeting performance outcomes and deliverables, facilitating data-driven decision-making. She counseled nonprofit organizations on strategies to improve outcome measures related to case management for disaster recovery, enhancing community resilience.

She also participated in developing and implementing program systems, processes, procedures, and forms to ensure the success of grant-funded projects and initiatives under FEMA guidelines. Susan performed statistical analysis on large data sets related to Disaster Case Management to identify trends, inform program development, and measure impact on vulnerable populations. She reviewed and evaluated disaster case management documents for compliance and quality assurance, identifying areas for improvement through periodic audits and informal inspections. She also assisted in coordinating and overseeing corrective action plans related to ongoing Disaster Case Management grants, ensuring accountability and responsible stewardship of funds. Susan monitored contract requirements, regulations, policies, and directives affecting disaster case management, ensuring ethical and compliant service delivery and meeting FEMA standards.

Susan acquired data from primary or secondary data sources and maintained databases and evaluation tools to support program evaluation and continuous improvement efforts. She collaborated with internal and external stakeholders, including community organizations and government agencies, to provide consultation and guidance on case management strategies that improve processes and ensure compliance with nonprofit missions.

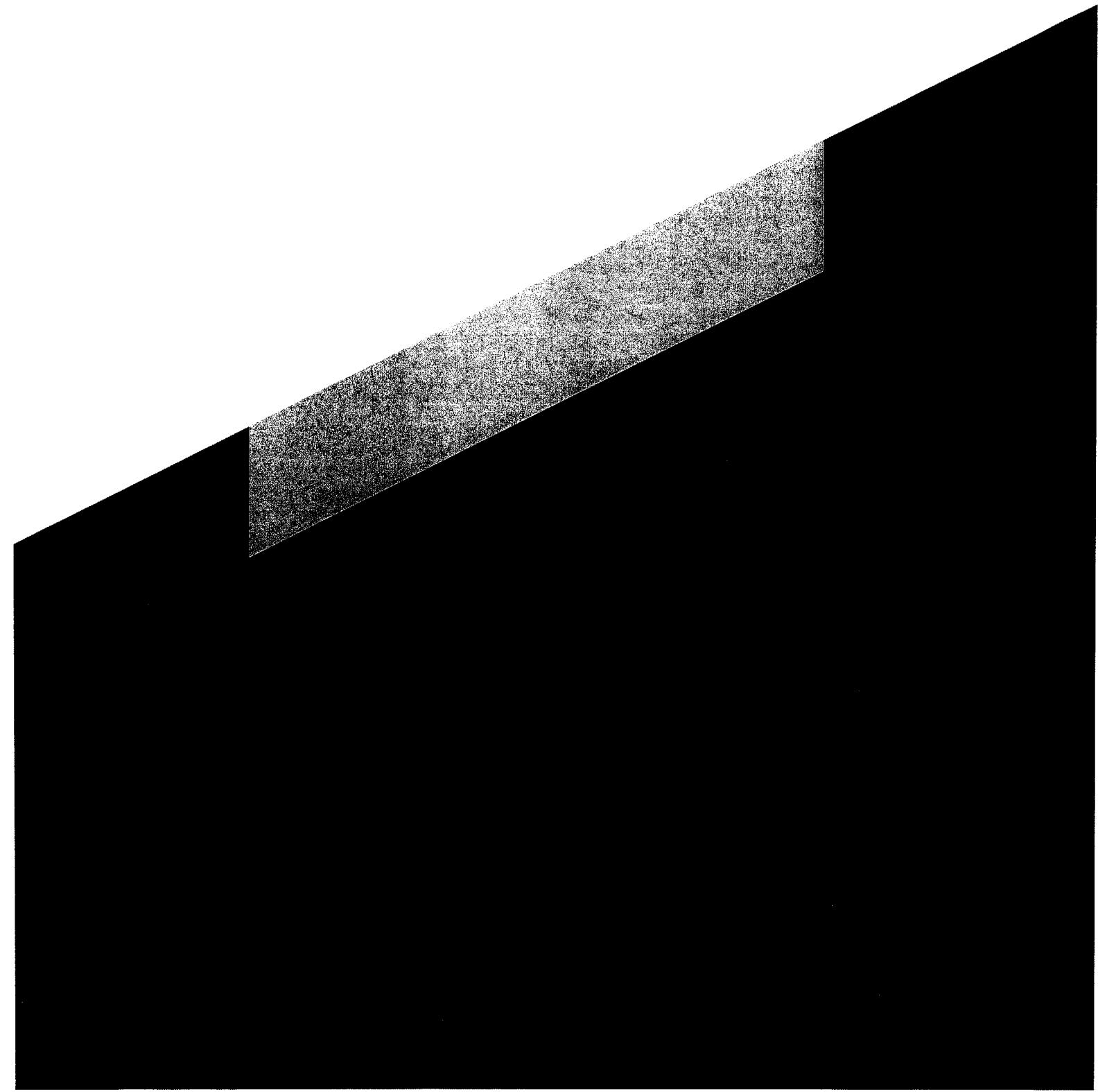
EXERCISE COORDINATOR, SETON MEDICAL CENTER, AUSTIN, TEXAS, MAY 2015 – MARCH 2018

Susan planned and taught exercise therapy for patients using test data, patient status, and the current medication regimen. She monitored the patient's response and revised the exercise prescription accordingly. She also provided education and classes on cardiovascular risk factors for cardiac rehab patients and families in individual and group settings, maintaining cultural and socioeconomic sensitivity. Susan participated in the daily operations, administrative duties, and functions of the Cardiac Rehabilitation department under the supervision of the program manager. She also ensured complete, accurate, and timely documents and patient information communication for all cardiac rehab phases.

EMPLOYMENT HISTORY

- ▶ Community Development Project Manager, GrantWorks, Inc., Austin, Texas, September 2025 – Present
- ▶ ARPA Project Manager, GrantWorks, Inc., Austin, Texas, February 2022 – September 2025
- ▶ Data Analyst, Texas Health and Human Services Commission, Austin, Texas, March 2018 – January 2021
- ▶ Exercise Coordinator, Seton Medical Center, Austin, Texas, May 2015 – March 2018
- ▶ Teaching Assistant, University of Texas at Austin, Austin, Texas, January 2015 – May 2017
- ▶ Intern – Cardiac Reh, Seton Medical Center, Austin, Texas, January 2015 – May 2015
- ▶ Retention Specialist, U.S. Army, September 2005 – January 2013

REQUiRED FORMS



ATTACHMENT 2 – REQUIRED FORMS

GrantWorks has completed and signed the following forms as required by the City of Laredo Utilities Department.

- ▶ Company Information Questionnaire
- ▶ Conflict of Interest Questionnaire (CIQ Form)
- ▶ Non-Collusion Affidavit
- ▶ Discretionary Contract Disclosure
- ▶ Certificate of Interested Parties (Form 1295)
- ▶ Certificates of Insurance

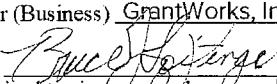
CITY OF LAREDO
PURCHASING DIVISION

37.0 Bidder Information Questionnaire

**Bidder Information/Business Questionnaire:
Please complete all information requested below and submit with your proposal
package**

"The undersigned affirms that they are duly authorized to execute this contract, that this company, corporation, firm, partnership or individual has not prepared this proposal in collusion with any other bidder, and that the contents of this proposal as to prices, terms or conditions of said proposal have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this request. By submitting this proposal, the vendor agrees to the City of Laredo specifications and all terms and conditions stipulated in the proposed document. That I, individually and on behalf of the business named in this Business Questionnaire, do by my signature below, certify that the information provided in the questionnaire is true and correct".

Name of Offeror (Business) GrantWorks, Inc.

Signature  of person authorized to sign proposal Date December 11, 2025

Print Name Bruce J. Spitzengel

of person authorized to sign proposal

Title: President

Business Address: 2201 Northland Drive

City, State, Zip Code: Austin, Texas 78756

Telephone Number: 512-420-0303 | Cell: 713-252-5872 Fax Number: 512-420-0302

Contact Person Email Address: bruce@grantworks.net

Federal Tax ID Number: 76-0446220

Bidders Principal/Corporate Place of Business Address: 2201 Northland Drive, Austin, Texas 78756

Indicated Status of Business:

Corporation Partnership _____ Sole Proprietorship _____ Other: _____

If other state business status: N/A

State how long under its present business name: 27 years under its present name

If applicable, list all other names under which the Business identified above operated in the last five years.

Will bidder/proposer provide a copy of its financial statements for the last two years, if requested by the City of Laredo? Yes No

City of Laredo Purchasing Division, 5512 Thomas Ave., Laredo, Texas 78041 (956) 794-1733 Fax (956) 790-1805 Email caldape@ci.laredo.tx.us
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PURCHASING DIVISION**

Has the business, or any officer or partner thereof, failed to complete a contract? Yes / No

Is any litigation pending against the Business? Yes / No

Is offeror currently for sale or involved in any transaction to expand or to become acquired by another business entity? Yes / No
If yes, offer needs to explain the expected impact both in organizational and directional terms.

Has the Business ever been declared "not responsive" for the purpose of any governmental agency contract award? Yes / No

Has the Business been debarred, suspended, proposed for debarment, suspended, proposed for debarment, declared ineligible, voluntarily excluded, or otherwise disqualified from bidding, proposing, or contracting? Yes / No

Are there any proceedings pending relating to the Business responsibility, debarment, suspension, voluntary exclusion, or qualification to receive a public contract? Yes / No

Has the government or other public entity requested or required enforcement of any of its rights under a surety agreement on the basis of default or in lieu of declaring the Business in default? Yes / No

Is the Business in arrears in any contract or debt? Yes / No

Has the Business been a defaulter, as a principal, surety, or otherwise? Yes / No

Have liquidated damages or penalty provisions been assessed against the Business for failure to complete work on time or for any other reason? Yes / No

State if company is a certified minority business enterprise:

Historically Underutilized Business (HUB): Yes No Disadvantaged Business Enterprise (DBE): Yes No

Small Disadvantaged Business Enterprise (SDBC): Yes No Other: Please specify _____

This company is not a certified minority business:

The above minority information is requested for statistical and tracking purposes only and will not influence the amount of expenditure the City will make with any given company

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

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

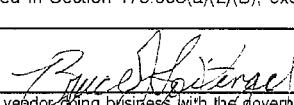
This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. *See Section 176.006(a-1), Local Government Code.*

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

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity. N/A		
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.)		
3 Name of local government officer about whom the information is being disclosed. N/A Name of Officer		
4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.		
A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor? <input type="checkbox"/> Yes <input type="checkbox"/> No		
B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity? <input type="checkbox"/> Yes <input type="checkbox"/> No		
5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.		
6 <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).		
7  Signature of vendor doing business with the governmental entity		December 11, 2025 Date

CITY OF LAREDO
PURCHASING DIVISION

39.0

AFFIDAVIT

Project: RFP 2026 - 021: Grant Research, Application Preparation, and Grant Administration Services

Form of Non-Collusive Affidavit

AFFIDAVIT

STATE OF TEXAS { }

COUNTY OF TRAVIS { }

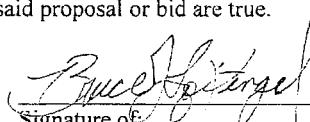
Bruce J. Spitzengel

Being first duly sworn, deposes and says:

That he/she is Owner & President

(a Partner or officer of the firm of, etc.)

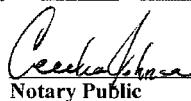
The party making the foregoing proposal or bid, that such proposal or bid is genuine and not collusive or shame; that said Bidder has not colluded, conspired, connived or agreed directly or indirectly, with any Bidder or Person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference, with any person, to fix the bid price or affiant or of any other Bidder or to fix any overhead, profit or cost element of said bid price, or of that of any other Bidder, or to secure any advantage against the City of Laredo or any person interested in the proposed Contract; and that all statements in said proposal or bid are true.



Signature of:

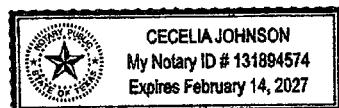
Bidder, if the Bidder is an individual
Partner, if the Bidder is a Partnership
Officer, if the Bidder is a Corporation

Subscribed and sworn before me this 10th day of December 2025


Notary Public

My commission expires:

February 14, 2027



CITY OF LAREDO
PURCHASING DIVISION

40.0



**City of Laredo
Discretionary Contracts Disclosure**

Please fill out this form online, print completed form and submit with proposal to originating department. All questions must be answered.

For details on use of this form, see Section 4.01 if the City's Ethics Code.

*This is a New Submission or Correction or Update to previous submission.

*** 1. Name of person submitting this disclosure form.**

Bruce	J. Spitzengel	
First	MI. Last	Suffix

***2. Contract Information.**

a) Contract or Project name(s):

RFP 2026-021: Grant Research, Application Preparation, and Grant Administration Services

b) Originating Department(s):

City of Laredo Utilities Department

***3. Name of individual(s) or entity(ies) seeking a contract with the city (i.e. parties to the contract).**

Bruce J. Spitzengel		Name (Print)	Signature
Name (Print)	Signature	Name (Print)	Signature
Name (Print)	Signature	Name (Print)	Signature
Name (Print)	Signature	Name (Print)	Signature

***4. List any business entity(ies) that is a partner, parent, subsidiary business entity(ies) of the individual or**

City of Laredo Purchasing Division, 5512 Thomas Ave., Laredo, Texas 78041 (956) 794-1733 Fax (956) 790-1805 or E-mail galdape@ci.laredo.tx.us
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**CITY OF LAREDO
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entity listed in Question 3

Not applicable. Contracting party(ies) does not have partner, parent, or subsidiary business entities.

Name of partner, parent, or subsidiary business entity(ies):

***5. List any individuals or entities that will be subcontractors on this contract.**

Not applicable. No subcontractors will be retained for this contract.

Subcontractors may be retained, but have not been selected at the time of this submission.

List of subcontractors:

***6. List any attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract.**

Not applicable. No attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract.

List of attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract:

***7. Disclosure of political contributions.**

List any campaign or officeholder contributions made by the following individuals in the past 24 months totaling more than \$100 to any current member of City Council, former member of City Council, any candidate for City Council, or to any political action committee that contributes to City Council elections.

- a) Any individual seeking contract with the city (Question 3)
- b) Any owner or officer of entity seeking contract with the city (Question 3)
- c) Any individual or owner or officer of any entity listed above as partner, parent, or subsidiary business (Question 4)
- d) Any subcontractor or owner/office of subcontracting entity retained for the contract (Question 5)
- e) The spouse of any individual listed in response to (a) through (d) above
- f) Any attorney, lobbyist, or consultant retained to assist in seeking contract (Question 6)

Not applicable. No campaign or officeholder contributions have been made in the preceding 24 months by these

**CITY OF LAREDO
PURCHASING DIVISION**

individuals.

List of contributors:

Updates on Contributions Required

Information regarding contributions must be updated by submission of a revised form from the date of the submission of this form, up through the time City Council takes action on the contract identified in response to Question 2 and continuing for 30 calendar days after the contract has been awarded.

***8. Disclosure of conflict of interest**

Are you aware of any fact(s) with regard to this contract that would raise a "conflict of interest" issue under Section 2.01 of the Ethics Code for any City Council member or board/commission member that has not or will not be raised by these city officials?

I am not aware of any conflict(s) of interest issues under Section 2.01 of the Ethics Code for members of City Council or a city board/commission.

I am aware of the following conflict(s) of interest:

***Acknowledgements**

Updates Required

I understand that this form must be updated by submission of a revised form if there is any change in the information before the discretionary contract is the subject of action by the City Council, and no later than five (5) business days after any changes has occurred, whichever comes first. This include information about political contributions made after the initial submission and up until thirty (30) calendar days after the contract has been awarded.

No Contract with City Officials or Staff during Contract Evaluation

I understand that a person or entity who seeks or applies for a city contract or any other person acting on behalf of that person or entity is prohibited from contracting city officials and employees regarding the contract after a Request for Proposal (RFP), Request for Qualifications (RFQ), or other solicitation has been released.

This no-contract provision shall conclude when the contract is posted as a City of Laredo Council agenda item. If contact is required with city officials or employees, the contact will take place in accordance with procedures incorporated into the solicitation documents. Violation of this prohibited contacts provision set out in Section 2.09 of the Ethics Code by respondents or their agents may lead to disqualification of their offer from consideration.

***Conflict of Interest Questionnaire (CIQ)**

Chapter 176 of the Local Government Code requires contractor and vendors to submit a Conflict of Interest Form (CIQ) to the Office of the City Secretary.

**CITY OF LAREDO
PURCHASING DIVISION**

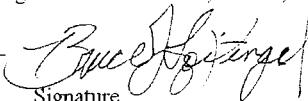
I acknowledge that I have been advised of the requirement to file a CIQ form under Chapter 176 of the Local Government Code.

***Oath**

I swear or affirm that the statements contained in this Discretionary Contracts Disclosure Form, including any attachments, to the best of my knowledge and belief are true, correct, and complete.

Bruce J. Spitzengel

Name (Print)



President

Title

GrantWorks, Inc.

Company or DBA

December 10, 2025

Date

Please fill this form out online, print and submit completed form with proposal to origination department. All questions must be answered. If necessary to mail, send to:

City of Laredo
P.O. Box 579
Laredo, TX 78042-0579



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
05/08/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERNS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER		CONTACT NAME: Ben Gillihan	
Galloway Insurance Agency PO Box 8 1310 S Water Burnet		PHONE: (512) 756-2988 (A/C, No. Ext): E-MAIL ADDRESS: Ben@gallowayinsurance.com	FAX (A/C, No.): (512) 756-7308
INSURED		INSURER(S) AFFORDING COVERAGE	
Grant Works INC 2201 Northland Dr Austin		INSURER A: Cincinnati Insurance	NAIC # 10677
		INSURER B: Ryan Turner Specialty	
		INSURER C: Cincinnati Casualty	28665
		INSURER D: Twin City Fire Insurance Company	29459
		INSURER E:	
		INSURER F:	

COVERAGES		CERTIFICATE NUMBER: 25-26 Master Cert		REVISION NUMBER:							
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.											
INSR LTR	TYPE OF INSURANCE	ADD'L SUBR INSO	WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS				
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <hr/> <input type="checkbox"/> GEN'LAGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO- JECT <input type="checkbox"/> LOC <hr/> <input type="checkbox"/> OTHER:	Y	Y	EPP 0716461	05/22/2025	05/22/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 10,000 <hr/> PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 <hr/> \$				
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	EPP 0716461	05/22/2025	05/22/2026	COMBINED SINGLE LIMIT (ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ <hr/> BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ <hr/> \$				
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <hr/> <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$	Y	Y	EPP 0716461	05/22/2025	05/22/2026	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 <hr/> \$				
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / <input type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	Y	EWC 0716460	05/22/2025	05/22/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH- ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000				
D	EXCESS LIABILITY	Y	EX-4Y410176-25-NF	05/22/2025	05/22/2026	Each Occurance \$ 5,000,000 Aggregate \$ 5,000,000					

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Cyber: Insurer: The Hartford Insurance Company (NAIC #37273) - Pol #65 MB 0559203-23 - Policy Period: 8/6/2024 to 8/6/2025 -Aggregate

Limit: \$3,000,000

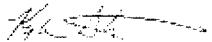
Crime: Insurer: The Hartford Insurance Company (NAIC #37273) - Pol #65KB0358789-23 - Policy Period: 01/01/2025 to 01/01/2026 -Aggregate Limit:

\$2,000,000

D&O/EPLI: Insurer: The Hartford Insurance Company Pol #: 65KB0282050-24 Pol. Period: 12/01/2024-12/01/2025-Aggregate Limite: \$2,000,000

CERTIFICATE HOLDER

CANCELLATION

For Bid Purposes Only	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
7/22/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERNS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	<p>Van Dyke Rankin & Company, Inc. 211 S Austin St Brenham TX 77833</p>	CONTACT NAME: Grace Gilson, CISR	
		PHONE [A/C, No. Ext]: 979-836-5636	FAX [A/C, No] 979-836-5059
		E-MAIL ADDRESS: grace@vandykerankin.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A : ACE Fire Underwriters Insurance Co.	NAIC # 20702
INSURED	GRANING-01	INSURER B :	
		INSURER C :	
		INSURER D :	
		INSURER E :	
		INSURER F :	

COVERAGES		CERTIFICATE NUMBER: 2087080680		REVISION NUMBER:		
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>						
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WWD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
<p>COMMERCIAL GENERAL LIABILITY</p> <p>CLAIMS-MADE <input type="checkbox"/> OCCUR</p> <p>GENL AGGREGATE LIMIT APPLIES PER</p> <p>POLICY <input type="checkbox"/> PRO- JECT <input type="checkbox"/> LOC</p> <p>OTHER:</p> <p>AUTOMOBILE LIABILITY</p> <p>ANY AUTO <input type="checkbox"/></p> <p>ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS</p> <p>Hired AUTOS <input type="checkbox"/> NON-OWNED AUTOS</p> <p>UMBRELLA LIAB <input type="checkbox"/> OCCUR</p> <p>EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE</p> <p>DED <input type="checkbox"/> RETENTION S</p> <p>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</p> <p>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / N <input type="checkbox"/> N / A</p> <p>If yes, describe under DESCRIPTION OF OPERATIONS below</p>						EACH OCCURRENCE \$
						DAMAGE TO RENTED PREMISES (Ex occurrence) \$
						MED EXP (Any one person) \$
						PERSONAL & ADV INJURY \$
						GENERAL AGGREGATE \$
						PRODUCTS - COMP/OP AGG \$
						\$
						COMBINED SINGLE LIMIT (Ex accident) \$
						BODILY INJURY (Per person) \$
						BODILY INJURY (Per accident) \$
						PROPERTY DAMAGE (Per accident) \$
						\$
						EL. EACH ACCIDENT \$
						EL. DISEASE EA EMPLOYEE \$
						EL. DISEASE - POLICY LIMIT \$
A	Errors & Omissions	Y	G28235768 009	7/30/2025	7/30/2026	Each Claim Aggregate Retention \$5,000,000. \$5,000,000. \$25,000.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Certificate Holder is shown as Additional Insured per written contract.

CERTIFICATE HOLDER	CANCELLATION
<p>Informational Purposes for</p> <p>GrantWorks, Inc.</p> <p>2201 Northland Dr</p> <p>Austin TX 78756</p>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Jan Van Dyke</i>

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ACORD 25 (2014/01)

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CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

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
CERTIFICATION OF FILING

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

GrantWorks, Inc.
 Austin, TX United States

Certificate Number:
 2025-1398958

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

City of Laredo Utilities Department, Texas

Date Filed:
 12/10/2025

Date Acknowledged:

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.

RFP: 2026-021
 Grant Research, Application Preparation, and Grant Administration Services

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary
	Spitzengel, Bruce	Austin, TX United States	X	

5 Check only if there is NO Interested Party.

6 UNSWORN DECLARATION

My name is Cecelia Johnson and my date of birth is April 9 1965

My address is 2201 Northland Drive Austin Texas 78756 USA
 (city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in Travis County, State of Texas, on the 10th day of December, 20 25.
 (month) (year)

Cecelia Johnson

Signature of authorized agent of contracting business entity
 (Declarant)

Grant

2201 NORTHLAND DRIVE
AUSTIN, TEXAS 78756
TELEPHONE: 512-420-0303
FAX: 512-420-0302
WWW.GRANTWORK.NET