



**CITY OF
WIMBERLEY**

REGULAR CITY COUNCIL MEETING PACKET

**Thursday, July 1, 2021
6:00 p.m.**



City of Wimberley

221 Stillwater Drive, Wimberley, Texas 78676

REGULAR CITY COUNCIL MEETING
WIMBERLEY CITY HALL – CITY COUNCIL CHAMBERS
221 STILLWATER DRIVE, WIMBERLEY, TEXAS 78676
THURSDAY, JULY 1, 2021 – 6:00 P.M.

AGENDA

1. **CALL TO ORDER** July 1, 2021 at 6:00 p.m.
2. **CALL OF ROLL** City Secretary, Laura Calcote
3. **INVOCATION** Cypress Creek Church Lead Pastor, Jose Abaroa
4. **PLEDGE OF ALLEGIANCE/SALUTE TO THE TEXAS FLAG**
5. **CITIZENS COMMUNICATIONS**
The City Council welcomes comments from the general public on issues and items of concern, not on this agenda. Those wishing to speak must sign-in before the meeting begins and observe a three-minute time limit when addressing Council. Speakers will have one opportunity to speak during the time period. Speakers desiring to speak on an agenda item will be allowed to speak when the agenda item is called. Inquiries about matters not listed on the agenda will either be directed to staff or placed on a future agenda for Council consideration. Comments from speakers should not be directed towards any specific member of City Council or City staff. Comments should not be accusatory, derogatory or threatening in nature.
6. **PROCLAMATION**
A proclamation of the City of Wimberley, Texas, proclaiming July 2021 as Parks and Recreation Month. *(Parks Department)*
7. **CONSENT AGENDA**
Approval of minutes from the Regular City Council Meeting held June 17, 2021.
8. **DISCUSSION AND POSSIBLE ACTION**
 - 8.1. Discuss and consider possible action regarding Resolution No. 08-2021, authorizing professional service provider selection for Coronavirus Local Fiscal Recovery Fund Programs through the American Rescue Plan Act of 2021. *(City Administrator, Mike Boese)*
 - 8.2. Discuss and consider possible action regarding the status of the Central Wimberley Wastewater Project. *(Project Manager, Craig Fore)*

8.3. Discuss and consider possible action regarding Oak Drive Project details. *(Place One Council Member, Rebecca Minnick)*

8.4. Discuss and consider possible action regarding the proposed Fee-in-Lieu Parking Ordinance within the City Center Overlay. *(Planning & Development Coordinator, Nathan Glaizer)*

9. CITY COUNCIL REPORTS

9.1. Announcements

9.2. Future agenda items

10. ADJOURNMENT

The City Council may retire into Executive Session at any time between the meeting's opening and adjournment for the purpose of discussing any matters listed on the agenda as authorized by the Texas Government Code including, but not limited to, homeland security pursuant to Chapter 418.183 of the Texas Government Code; consultation with legal counsel pursuant to Chapter 551.071 of the Texas Government Code; discussion about real estate acquisition pursuant to Chapter 551.072 of the Texas Government Code; discussion of personnel matters pursuant to Chapter 551.074 of the Texas Government Code; deliberations about gifts and donations pursuant to Chapter 551.076 of the Texas Government Code; discussion of economic development pursuant to Chapter 551.087 of the Texas Government Code; action, if any, will be taken in open session.

Attendance by Other Elected or Appointed Officials: It is anticipated that members of other governmental bodies, and/or city boards, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the body, board, commission and/or committee. The members of the boards, commissions and/or committees may be permitted to participate in discussion on the same items listed on the agenda, which occur at the meeting, but no action will be taken by such in attendance unless item and action is specifically provided for on an agenda for that body, board, commission or committee subject to the Texas Open Meetings Act.

CERTIFICATION

I hereby certify the above Notice of Meeting was posted on the bulletin board at Wimberley City Hall, a place convenient and readily accessible to the general public at all times, and to the City's website, www.cityofwimberley.com, in compliance with Chapter 551, Texas Government Code, on Monday, June 28, 2021, by 6:00 p.m., and remained posted for at least 72 continuous hours preceding the scheduled time of said meeting.



Laura J. Calcote, MPA, TRMC
City Secretary

The City of Wimberley is committed to compliance with the Americans with Disabilities Act. Reasonable modifications and equal access to communications will be provided upon request. Please contact City Secretary Laura Calcote at (512) 847-0025 two business days in advance of the meeting for appropriate arrangements.



City of Wimberley



Proclamation

THE STATE OF TEXAS §
COUNTY OF HAYS §
CITY OF WIMBERLEY §

WHEREAS, the Wimberley Parks and Recreation Department is dedicated to enhancing the quality of life of current and future citizens of Wimberley by protecting our natural resources, providing safe spaces for recreation, and encouraging environmental education; and

WHEREAS, public parks, recreation programs, and leisure activities foster a creative community where residents have the opportunity to experience the outdoors and the City of Wimberley recognizes the benefits derived from parks and recreation resources; and

WHEREAS, parks and open spaces are an integral part of the community because they provide recreation opportunities, protect our natural resources and historical sites, showcase unique geological features of Wimberley, and conserve wildlife habitat, and

WHEREAS, parks and recreation provides crucial health and wellbeing opportunities through education, partnerships, and programming, and

WHEREAS, the United States House of Representatives has designated July as Parks and Recreation Month.

NOW, THEREFORE, I, Gina Fulkerson, by virtue of the authority vested in me as Mayor of the City of Wimberley, Texas do hereby proclaim the month of July 2021 as

PARKS AND RECREATION MONTH

in the City of Wimberley and take great pride and pleasure in our parks and invite all citizens to enjoy all of what Wimberley parks and recreation has to offer, from playing your favorite sport, to visiting our parks and trails, or spending time with family and friends.

IN WITNESS WHEREOF, I hereunto affix the seal of the City of Wimberley this the 1st day of July, 2021.

CITY OF WIMBERLEY

Gina V. Fulkerson, Mayor



AGENDA ITEM:	Consent Agenda
SUBMITTED BY:	Laura Calcote, City Secretary
DATE SUBMITTED:	June 24, 2021
MEETING DATE:	July 1, 2021

AGENDA FORM

ITEM DESCRIPTION/SUMMARY

Approval of minutes from the Regular City Council Meeting held June 17, 2021.

REQUESTED ACTION

Motion ☒

Discussion ☐

Ordinance ☐

Resolution ☐

FINANCIAL

Budgeted Item ☐ Original Estimate/Budget: \$

Non-budgeted Item ☐ Current Estimate: \$

Not Applicable ☒ Amount Under/Over Budget: \$

STAFF RECOMMENDATION

Approval of minutes

ATTACHMENT/S

- June 17th Regular City Council Meeting Minutes



City of Wimberley

221 Stillwater Drive, Wimberley, Texas 78676

REGULAR CITY COUNCIL MEETING
WIMBERLEY CITY HALL – CITY COUNCIL CHAMBERS
221 STILLWATER DRIVE, WIMBERLEY, TEXAS 78676
THURSDAY, JUNE 17, 2021 – 6:00 P.M.

MINUTES

CALL TO ORDER

Mayor, Gina Fulkerson, called the meeting to order on June 17, 2021 at 6:00 p.m.

CALL OF ROLL

Council Members Present: Gina Fulkerson Mayor
Rebecca Minnick Place One
Teresa Shell Place Two
Christine Byrne Place Three
Jim Chiles Place Four
David Cohen Place Five

City Staff Present: Mike Boese City Administrator
Laura Calcote City Secretary
Sarah Griffin City Attorney
Richard Shaver Parks Director
John Provost Public Works Superintendent

INVOCATION

Chapel in the Hills Reverend, Jim Denham, gave the invocation, and also acknowledged the passing of long-time Wimberley resident, M.F. Johnson.

PLEDGE OF ALLEGIANCE/SALUTE TO THE TEXAS FLAG

Mayor, Gina Fulkerson, led the pledges to the United States and Texas flags.

CITIZENS COMMUNICATIONS

John Provost recognized Wimberley resident, Jerry Fields, for his assistance in removing debris and logs from the river grates on CR 1492.

BOARD, COMMISSION, COMMITTEE REPORT

Parks and Recreation Board Chairperson, Anthony Deringer, provided a report to Council regarding the Board's accomplishments during the past year, which included assisting Parks staff on developing and managing COVID-19 protocols for activities and events, the formation of two subcommittees and helping to acquire grant funding for Wimberley trails. There was discussion among Mr. Deringer and Council relating to the Martha Knies Park and the goals and objectives for the Cypress Creek Master Plan.

PROCLAMATION

A proclamation of the City of Wimberley, Texas recognizing June 19, 2021, as Juneteenth.
(Place Three Council Member, Christine Byrne)
Mayor, Gina Fulkerson, read aloud the proclamation.

PRESENTATION AND POSSIBLE ACTION

Presentation and consider possible action to approve the Wings Over Wimberley Event set for October 1st and 2nd, 2021. (*Wimberley Valley Arts and Cultural Alliance*)

Wimberley Valley Arts and Cultural Alliance (WVACA) representatives, Pamela Rudd and Deidre Taylor, presented WVACA's plans for the upcoming Wings Over Wimberley Event in October 2021 and sought Council support for the Event. There was discussion concerning the number of bats this year, due to numerous bats dying during the February winter storm, along with the Event being held on the same weekend as Market Days.

Motion to approve the Wings Over Wimberley Event set for October 1st and 2nd, 2021, was made by Council Member Rebecca Minnick. Motion was seconded by Council Member Jim Chiles. Motion carried unanimously (5-0).

CONSENT AGENDA

Motion to approve the Consent Agenda, as presented, was made by Council Member Teresa Shell. Motion was seconded by Council Member David Cohen. Motion carried unanimously (5-0).

- 9.1. Approval of minutes from the Regular City Council Meeting held June 3, 2021.
- 9.2. Approval of the April 2021 City of Wimberley Financial Statements.
- 9.3. Approval of Mayor Gina Fulkerson's appointment of David Hester to the Planning and Zoning Commission.
- 9.4. Approval of Place One Council Member Rebecca Minnick's reappointment of Anthony Deringer to the Parks and Recreation Board.
- 9.5. Approval of Place One Council Member Rebecca Minnick's reappointment of Chris Sheffield to the Transportation Advisory Board.
- 9.6. Approval of Place Three Council Member Christine Byrne's reappointment of Kelley Shand to the Parks and Recreation Board.
- 9.7. Approval of Place Three Council Member Christine Byrne's reappointment of Lindsey Deringer to the Transportation Advisory Board.
- 9.8. Approval of Place Five Council Member David Cohen's reappointment of Trey Cooksey to the Parks and Recreation Board.
- 9.9. Approval of Place Five Council Member David Cohen's reappointment of Ben O'Kane to the Transportation Advisory Board.

9.10. Approval of Place Five Council Member David Cohen's reappointment of Tim Dodson to the Planning and Zoning Commission.

CITY STAFF REPORT

City Administrator, Mike Boese, reported the sales tax the City received for June 2021 was a twenty-five percent (25%) increase from June 2020, and City would probably generate \$200,000 more in revenue for Fiscal Year 2021 than was projected. Additionally, Mr. Boese stated the City had closed and now owned the property located at 109 Oak Street.

PUBLIC HEARING AND POSSIBLE ACTION

Hold a public hearing and consider possible action regarding case CUP-21-015, an application for a Conditional Use Permit to allow for the operation of a Vacation Rental (STR2) on a property located at 204 Spoke Lane, Wimberley, Hays County, Texas. (*Applicant: R. Reed Berry*)

Mayor, Gina Fulkerson, recused herself from the discussion.

Mayor Pro Tem, Rebecca Minnick, presided.

City Secretary, Laura Calcote, presented the CUP for a vacation rental and the Planning and Zoning Commission's unanimous recommendation to deny the application at their June 10th Meeting.

Mayor Pro Tem, Rebecca Minnick, opened the public hearing at 6:39 p.m.

1. Applicant, Reed Berry, addressed and presented Council with an updated survey and design proposal for the property and spoke in favor of approval of the CUP.
2. April Anderson also spoke in favor of the vacation rental and noted the potential revenue the rental would accrue.
3. Dan Sturdivant was in favor of the application as well, and stated the CUP was not treated fairly by P&Z.

Mayor Pro Tem, Rebecca Minnick, closed the public hearing at 6:40 p.m.

There was discussion among Council and the applicant, Mr. Reed, relating the vacation rental and updated survey. P&Z Commissioners, Tim Dodson and Philip McBride, also spoke regarding the Commission's reasoning for recommending denial of the application, which included letters of opposition from neighbors and the questionable ownership of a piece of property between the proposed building site and the Blanco River. Mr. Reed stated the updated survey addressed the latter issue. Council considered sending the application back to the Commission with the updated information for another recommendation and asked City Attorney Griffin to advise on their options.

Motion to approve case CUP-21-015, an application for a Conditional Use Permit to allow for the operation of a Vacation Rental (STR2) on a property located at 204 Spoke Lane, Wimberley, Hays County, Texas, with the amended legal description language of the property, was made by Council Member David Cohen. Motion was seconded by Council Member Teresa Shell. Motion carried unanimously (5-0).

DISCUSSION AND POSSIBLE ACTION

12.1. Discuss and consider possible action regarding the status of the Central Wimberley Wastewater Project. (*Project Manager, Craig Fore*)

Project Manager, Craig Fore, reported all underground force main lines for the wastewater system had been installed. Furthermore, Capital Excavation had remobilized and had completed their bore and force main from the Wimberley Square down to the Cypress Creek bridge. The line across the bridge would still need to be installed. The system was set to

be online by August 1st. There was discussion between Mr. Fore and Council relating to the progress on customer hook-up.

No action was taken on this item.

- 12.2. Discuss and consider possible action to receive direction from City Council regarding a proposal to change the notification area for Vacation Rentals (STR2) from 200 feet to 400 feet. *(P&Z Commissioner, Philip McBride)*

Planning and Zoning Commissioner, Philip McBride, presented the Commission's request to extend the notification area for Vacation Rentals (STR2) from 200 feet to 400 feet. The Commissioners felt extending the notification zone would allow additional property owners the opportunity to know about the potential vacation rental and provide comments, as necessary. There was lengthy discussion among City staff, Council and Mr. McBride regarding the proposed notification change, including the notion that no other Texas city required a notification zone more than 200 feet. The general direction from Council was for the Commission to not explore this option further but to work on communication efforts for zoning purposes.

No action was taken on this item.

- 12.3. Discuss and consider possible action to award a bid in the amount of \$155,569.73 from Lone Star Sitework, LLC for the Little Ranches Roadway Rehabilitation Project. *(City Engineer, Chad Gilpin & Public Works Superintendent, John Provost)*

Public Works Superintendent, John Provost, and City Engineer, Chad Gilpin, provided an overview of the Little Ranches Roadway Rehabilitation Project. The City had received two proposals for the Project on June 11, 2021. Lone Star Sitework, LLC was the low bidder, and the recommendation was to award the bid to the company.

Motion to award a bid in the amount of \$155,569.73 from Lone Star Sitework, LLC for the Little Ranches Roadway Rehabilitation Project was made by Council Member Christine Byrne. Motion was seconded by Council Member Jim Chiles. Motion carried unanimously (5-0).

- 12.4. Discuss and consider possible action regarding Resolution No. 07-2021, authorizing an amendment to the 2020/2021 Operating Budget (Budget Amendment No. 9), providing for the transfer of funds within the Blue Hole – Unobligated Fund Balance to the Blue Hole Operating Administration Account Number 200-52-6794 (Capital Outlay) and providing for an effective date. *(Parks Director, Richard Shaver)*

Parks Director, Richard Shaver, advised the concept and construction drawings for the office expansion project at Blue Hole Regional Park were nearly finalized, and staff was requesting a budget amendment in order to finish the project. There was discussion among City staff and Council regarding the additional square footage of the office, along with the cost estimate for the project.

Motion to approve Resolution No. 07-2021, authorizing an amendment to the 2020/2021 Operating Budget (Budget Amendment No. 9), providing for the transfer of funds within the Blue Hole – Unobligated Fund Balance to the Blue Hole Operating Administration Account Number 200-52-6794 (Capital Outlay) and providing for an effective date, was made by Council Member Rebecca Minnick. Motion was seconded by Council Member Christine Byrne. Motion carried unanimously (5-0).

12.5. Discuss and consider possible action regarding Resolution No. 08-2021, providing comments toward Groundwater Management Area 9 joint planning to adopt desired future conditions; making findings of fact; and providing for related matters. (*Place Three Council Member, Christine Byrne*)

Wimberley Valley Watershed Association Creative Director, Ray Don Tilley, presented the resolution, which supported the preservation and protection of groundwater in the area. He noted the resolution would be considered public comment to the Hays Trinity Groundwater Conservation District.

Motion to approve Resolution No. 08-2021, providing comments toward Groundwater Management Area 9 joint planning to adopt desired future conditions; making findings of fact; and providing for related matters, was made by Council Member Christine Byrne. Motion was seconded by Council Member Teresa Shell. Motion carried unanimously (5-0).

12.6. Discuss and consider possible action regarding the purchase of CivicPlus software. (*City Administrator, Mike Boese*)

City Administrator, Mike Boese, and City Secretary, Laura Calcote, presented the CivicPlus software, which included CivicEngage, CivicReady and CivicClerk. Ms. Calcote and Mr. Boese highlighted the features of each of these products that would help to condense and streamline various municipal services, plus enhance features to better distribute and provide information to the citizenry and assist staff with day-to-day operations.

Motion to authorize the City Administrator to purchase CivicPlus software, in the amount of \$31,760.00, was made by Council Member Rebecca Minnick. Motion was seconded by Council Member Jim Chiles. Motion carried unanimously (5-0).

12.7. Discuss and consider possible action regarding the creation of a bank account (Non-Interest-Bearing Checking Account) for the American Rescue Plan Act funds. (*City Administrator, Mike Boese*)

City Administrator, Mike Boese, explained the recommendation from consultants to create a non-interest-bearing checking account to receive and expend American Rescue Plan Act funds, in order to provide a more precise transaction record and prevent the monies from accruing interest.

Motion to approve the creation of a bank account (Non-Interest-Bearing Checking Account) for the American Rescue Plan Act funds was made by Council Member Jim Chiles. Motion was seconded by Council Member Christine Byrne. Motion carried unanimously (5-0).

CITY COUNCIL REPORTS

13.1. Announcements:

1. Council Member, Rebecca Minnick, noted Neel Morton had updated the building and site plan drawings for the Oak Street lot. Additionally, the next phase of the wayfinding signs would soon be installed.

2. City Secretary, Laura Calcote, reminded Council about the Goals and Priorities Workshop set for June 29th at Messina Inn.

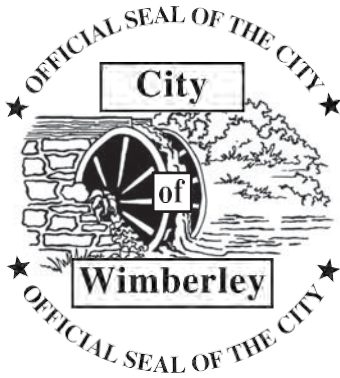
13.2. Future agenda items – None.

ADJOURNMENT

Motion to adjourn the meeting at 8:25 p.m. was made by Council Member Christine Byrne. Motion was seconded by Council Member Teresa Shell. Motion carried unanimously (5-0).

RECORDED BY:

Laura J. Calcote, City Secretary



APPROVED BY:

Gina V. Fulkerson, Mayor



AGENDA ITEM:	Resolution No. 08-2021 – GrantWorks, Inc.
SUBMITTED BY:	Laura Calcote, City Secretary
DATE SUBMITTED:	June 25, 2021
MEETING DATE:	July 1, 2021

AGENDA FORM

ITEM DESCRIPTION/SUMMARY

Per City Council’s direction, City staff sought proposals for Administration Professional Services to assist in managing the American Rescue Plan Act of 2021 Coronavirus Local Fiscal Recovery Fund. Three proposals were received on Tuesday, June 22, 2021, and were rated by City Administrator, Mike Boese; City Secretary, Laura Calcote; and Planning and Development Coordinator, Nathan Glaiser on Thursday, June 24th. Based on experience, past performance, capacity to perform and proposed cost, GrantWorks, Inc. received the highest median score from the ratings.

REQUESTED ACTION

Motion ☒

Discussion ☒

Ordinance ☐

Resolution ☒

Other ☐

FINANCIAL

Budgeted Item ☐ Original Estimate/Budget: \$

Non-budgeted Item ☐ Current Estimate: \$

Not Applicable ☒ Amount Under/Over Budget: \$

STAFF RECOMMENDATION

Award bid to GrantWorks, Inc. in the amount of \$66,905.00.

ATTACHMENT/S

- Bid Tabulation

- GrantWorks, Inc. Proposal
- Resolution No. 08-2021



REQUEST FOR PROPOSALS – ARP ACT OF 2021 CLFRF BID TABULATION FORM

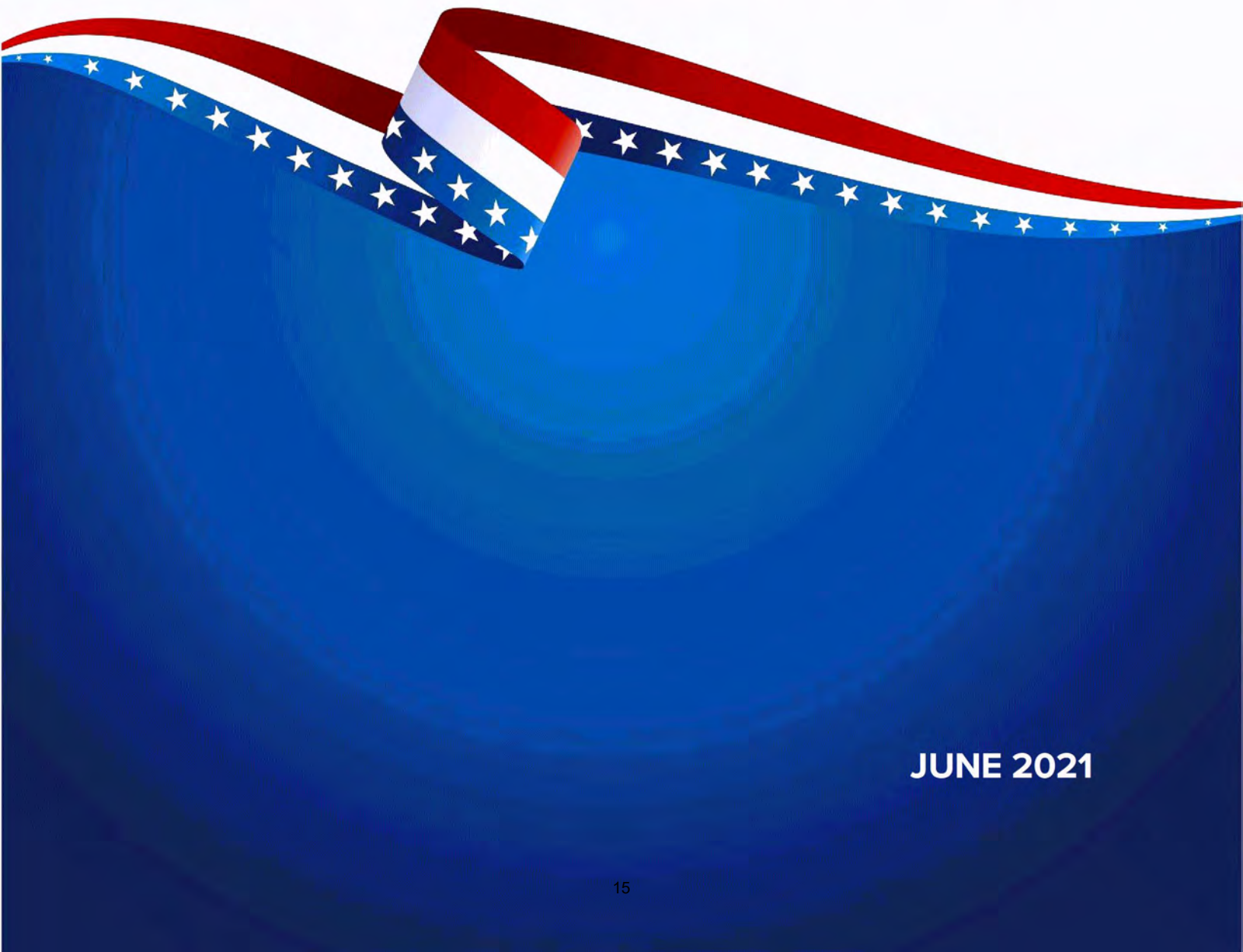
BID TITLE: ARP Act of 2021 CLFRF

DATE OF BID OPENING & TIME: Tuesday, June 22, 2021, at 10:00 a.m.

BIDDER'S NAME ADDRESS BIDDER'S PHONE EMAIL	BIDDER #1	BIDDER #2	BIDDER #3	BIDDER #4
	Langford Community Management Services 2901 CR 175 Leander, TX 78641 (512) 452-0432 judy@lcmsinc.com	The Goodman Corporation 911 W. Anderson Ln., Ste. 200 Austin, TX 78757 (713) 951-7951 ggoodman@thegoodmancorp.com	GrantWorks, Inc. 2201 Northland Dr. Austin, TX 78759 (512) 420-0303, ext: 309 bruce@grantworks.net	
AMOUNT OF BID:	\$ 64,068.00	\$ 384,000.00	\$ 66,905.00	\$

CITY OF WIMBERLEY, TEXAS

**PROFESSIONAL ADMINISTRATION SERVICES FOR
THE AMERICAN RESCUE PLAN ACT OF 2021
CORONAVIRUS LOCAL FISCAL RECOVERY FUND**



JUNE 2021

June 22, 2021

Mr. Michael Boese
City Administrator
City of Wimberley
221 Stillwater Drive
Wimberley, Texas 78676

Subject: City of Wimberley, Texas Request for Proposal: Professional Administration Services for the American Rescue Plan Act of 2021 Coronavirus Local Fiscal Recovery Fund

Dear Mr. Boese:

Thank you for including GrantWorks in your Request for Proposals. We are Texas' foremost provider of state and federal management services, securing and administering more than \$5.5 billion in assistance for hundreds of localities with thousands of successful projects. GrantWorks' 300+ employees have the experience needed. We also have the resources and technical expertise to successfully provide the City of Wimberley with the professional administration services needed to satisfy the requirements under the American Rescue Plan Act (ARP) 2021 Coronavirus Local Fiscal Recovery Fund activities and projects.

Our team has extensive experience in the U.S. Department of Treasury (USDT), Federal Emergency Management Agency (FEMA), U.S. Department of Housing & Urban Development (HUD), Texas Department of Agriculture (TDA), Texas Department of Housing and Community Affairs (TDHCA), Texas General Land Office (GLO), Texas Commission on Environmental Quality (TCEQ), Texas Water Development Board (TWDB), Texas Comptroller of Public Accounts, and local governments in both public and private sector roles.

We will handle every aspect of ARP program implementation, including project management, environmental review, labor standards, procurement, project oversight, compliance with state and federal regulations, and implementation of funded projects. Our goal is to free you and your staff from paperwork while providing you with the timely and accurate decision-making information you need.

GrantWorks will provide the grants administration and project management services needed to assist the City with managing ARP programs. Our proposal includes:

- ▶ **Part I: Scope of Work** describes our professional administration services for the Scope of Work.
- ▶ **Part II: Statement of Qualifications** describes our brief history, general background, relevant experience, capacity, coordination, and ability to carry out the scope of work. This section also includes references.
- ▶ **Part III: Proposed Cost of Services** provides GrantWorks' rates.
- ▶ **Part IV: Attachments** provide the required forms and full resumes.

As a Texas-based business dedicated to grants management and project management of infrastructure, housing, community development, disaster recovery, economic development, and planning programs, GrantWorks can handle every issue arising during your projects' implementation. **Please keep in mind that as the City reviews and scores received proposals, GrantWorks is open to negotiating**

our fee structure before the City makes a final selection. We appreciate your consideration of our firm.

Sincerely,
GRANTWORKS, INC.

A handwritten signature in blue ink, appearing to read "Bruce J. Spitzengel".

Bruce J. Spitzengel
President

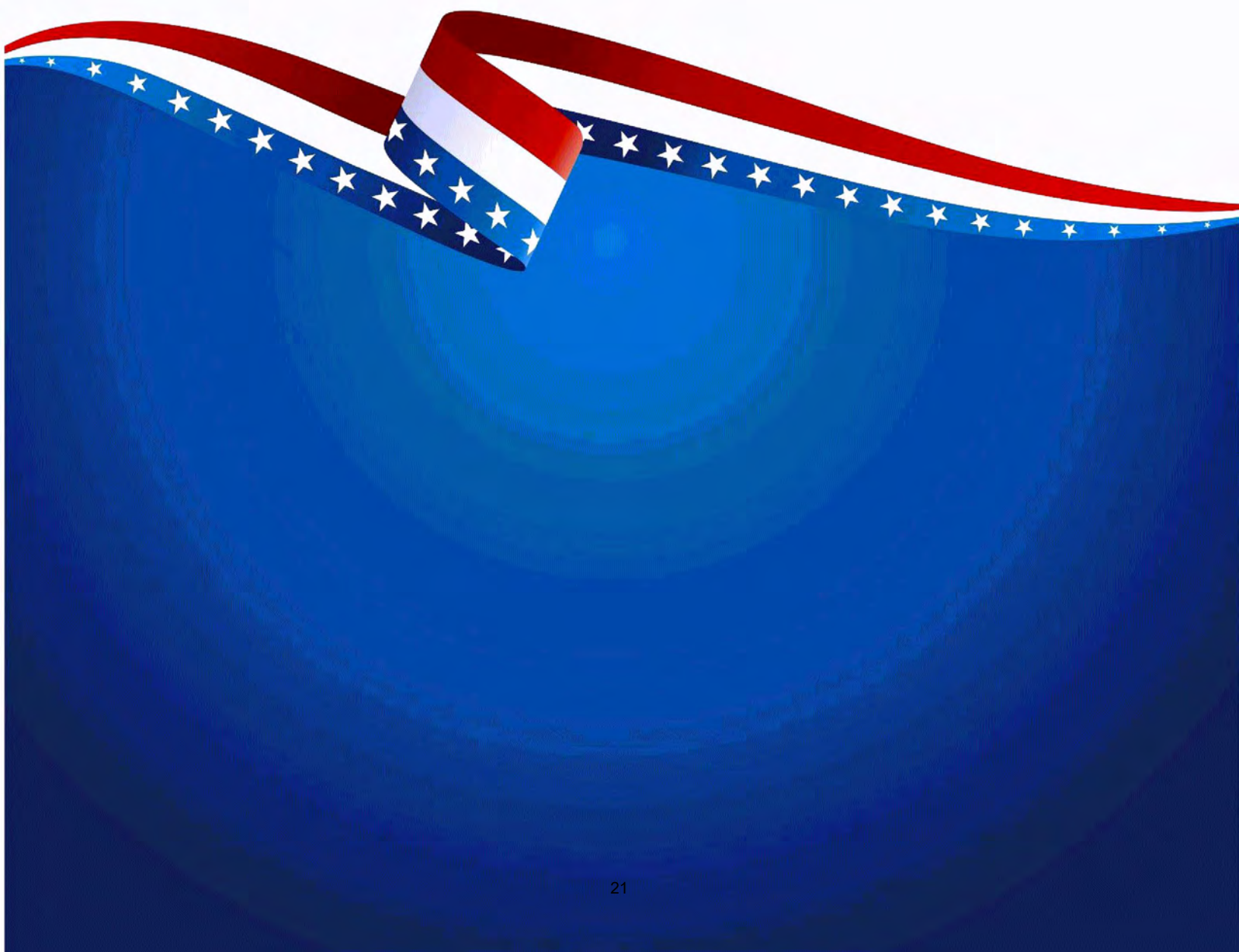
TABLE OF CONTENTS

TABLE OF CONTENTS	1
PART I: SCOPE OF WORK	
SECTION 1 – SCOPE OF WORK: PROFESSIONAL ADMINISTRATION SERVICES	1
1.1 General Administration Services	1
1.2 Understanding of Project, Scope of Services, and Tasks	2
Needs Identification	3
Program Design	3
Recordkeeping and Reporting	4
Contract and Project Management	4
Environmental Services	5
Financial Management	6
Construction Management	7
Equal Opportunity Monitoring	9
Acquisition Duties (As Necessary)	9
Contract Closeout	9
1.3 GrantWorks Proposed Performance Tasks Under ARP Act Funding Categories	9
PART II: STATEMENT OF QUALIFICATIONS	
SECTION 2 – EXPERIENCE	13
2.1 Company History and Background	13
2.2 Related Experience/Background with Federally Funded Projects	14
U.S. Department of Treasury Programs	15
2.3 Related Experience/Background with Specific Project Types	16
2.4 Related Experience/Background with Specific Services, including Administrative, Construction Management, Acquisition, Environmental Review, and Buyout Management	20
2.5 References from Current/Past Clients	37
SECTION 3 – WORK PERFORMANCE	39
3.1 Submits Requests to Clients in a Timely Manner	39
3.2 Responds to Client Requests in a Timely Manner	39
3.3 Past Client Projects Completed on Schedule	40
3.4 Work Products is Consistently of High Quality with Low Levels of Errors	40
3.5 Past Client Projects have Low Level of Monitoring Findings/ Concerns	41
3.6 Manages Projects within Budgetary Constraints	42
SECTION 4 – CAPACITY TO PERFORM	45
4.1 Qualifications/Experience of Staff	45
4.2 Present and Project Workloads	51
4.3 Demonstrated Understanding of Scope of the Coronavirus Local Fiscal Recovery Fund	52

4.4 Statement of Substantiating the Resources and Timeline	52
PART III: PROPOSED COST OF SERVICES	
SECTION 5 – PROPOSED COST OF SERVICES	53
5.1 Fee Schedule – ARP Act Program	53
5.2 Small and Minority-Owned Businesses, Women’s Business Enterprises, Affirmative Action, and Equal Employment Opportunity	54
PART IV: ATTACHMENTS	
ATTACHMENT 1 – RESUMES OF KEY PERSONNEL	55
ATTACHMENT 2 – CERTIFICATE OF INSURANCE	109
ATTACHMENT 3 – STATEMENT OF CONFLICTS OF INTEREST	113
ATTACHMENT 4 – SYSTEM FOR AWARD MANAGEMENT VERIFICATION	115
ATTACHMENT 5 – CONFLICT OF INTEREST QUESTIONNAIRE (FORM CIQ)	121
ATTACHMENT 6 – CERTIFICATION REGARDING LOBBYING	125
ATTACHMENT 7 – DISCLOSURE OF LOBBYING ACTIVITIES	129
ATTACHMENT 8 – CERTIFICATE OF INTERESTED PARTIES (FORM 1295)	133
ATTACHMENT 9 – REQUIRED CONTRACT PROVISIONS	137

Proposal Disclaimer: The information in this proposal contains certain trade secrets and proprietary information that GrantWorks owns. Such information is confidential as a matter of law, pursuant to Chapter 552, Texas Government Code. In the event that you receive a public information request for this proposal or any of its content, we ask that you immediately contact us so that we may submit a briefing to the Office of the Attorney General's Open Records Division to protect our information and prevent its release.

PART I: SCOPE OF WORK



SECTION 1 – SCOPE OF WORK: PROFESSIONAL ADMINISTRATION SERVICES

1.1 General Administration Services

GrantWorks will provide comprehensive professional administration services to aid the City with their management of – the American Rescue Plan Act funded by the U.S. Department of Treasury. Managing a complex Coronavirus recovery fund requires a cross-functional team of seasoned, multi-disciplinary professionals led by an effective manager with the right tools. Our ARP Program Director, Fred Morris, will support the City with a sound project management approach shaped by his training and extensive experience with state and local governments. He will coordinate with our assigned Project Manager and Client Services Manager Brett Payne to provide competent and adept guidance with securing the ARP funds, project selection, compliance, reporting from program implementation to closeout.

Brett Payne is the assigned Client Services Manager for the Capital Area Council of Governments (CAPCOG). In this role, he establishes and maintains relationships with the cities and counties in this region. He provides an additional point of contact for all GrantWorks clients to reach out to for support during the planning phase of projects and implementation. We will further discuss staffing in **Section 4** with resumes provided in **Attachment 1**.

We have organized GrantWorks into 11 divisions, one of which is the recently created Program Management for the American Rescue Plan (ARP). Several other company divisions support the ARP Division, including the Environmental, Client Services, and Construction Management Teams. **Figure 1** shows the organization of the ARP Team.

All federal recovery fund assistance programs place unique financial management, data analysis, and reporting burdens on grant recipients. Meeting these demands requires a management approach that is transparent and organized and integrates traditional grants management with project management and coordination of other contracted firms performing engineering services, construction, or public administration. We believe this approach will result in early and ongoing problem identification and resolution, resulting in maximized opportunities and project success for the City.

GrantWorks proposes a single, integrated grants management approach for the City to pursue its ARP Act efforts. Given the City's award of these federal resources, current efforts, and unique challenges, the GrantWorks project team will maximize the City's funding while minimizing compliance issues and time-consuming delays. GrantWorks will support our Project Manager with a well-defined and seamlessly integrated quality assurance and quality control program that will uphold and enhance the quality of all deliverables.

THE GRANTWORKS ARP TEAM

GrantWorks is unique in our approach because we have already trained a team of professional project managers dedicated to managing ARP programs. Our ARP Team is led by our Director, Fred Morris, with decades of experience in working with local municipal governments in planning and delivering community and infrastructure projects. We have four Project Managers who will be working directly with communities to implement ARP projects. Our Project Managers are seasoned project management professionals with work histories in Texas municipal governments, counties, and state agencies.

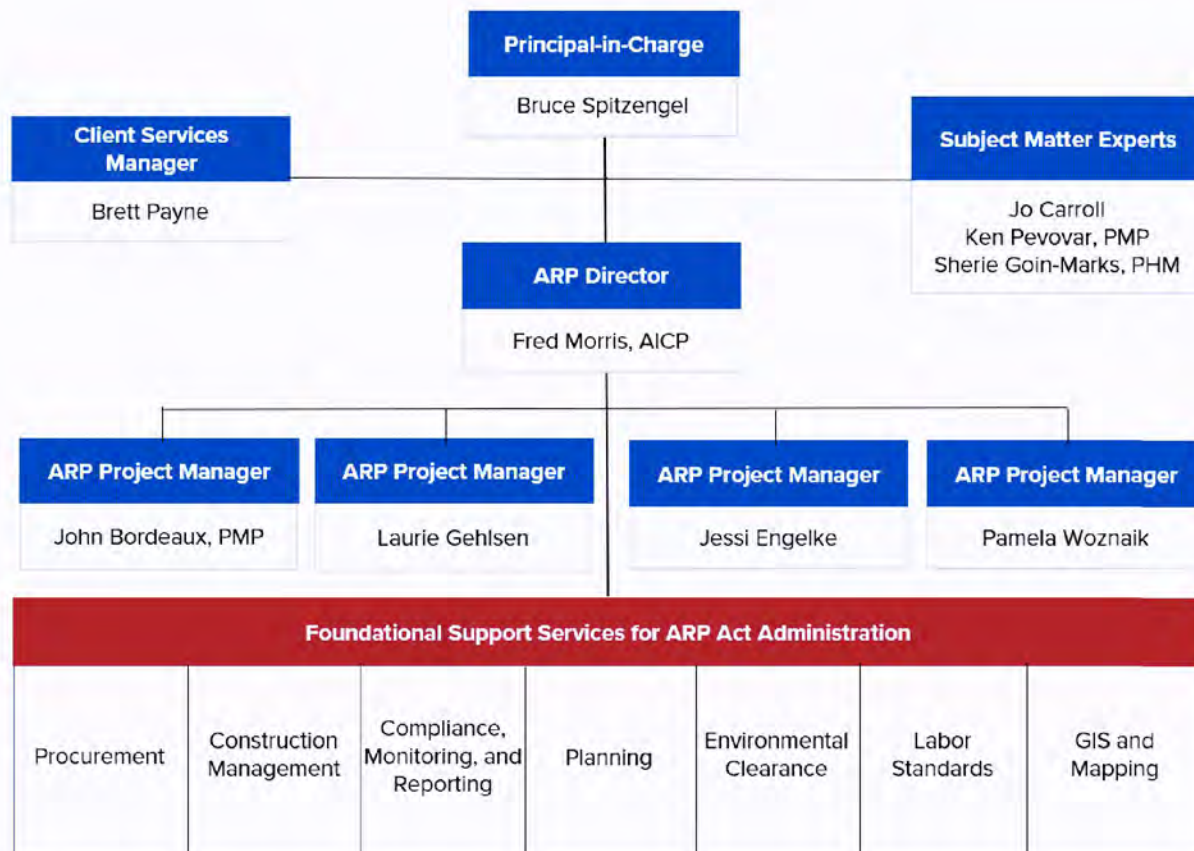


Figure 1: The GrantWorks ARP Team Organization Chart

GrantWorks offers an effective project management system based on two powerful success factors: First, quality personnel, including an experienced Director and leadership, and second, state-of-the-art management tools and systems. We base our project management methodology on clearly defined responsibilities, lines of authority, and accountability of each person at the level necessary to ensure successful project completion. Our approach is strategic, emphasizing effective collaboration with our clients and stakeholders while respecting the schedule limitations of public sector partners.

GrantWorks' approach to project management stretches far into the future; we kick off each project by identifying a community's long-term goals and structure our project schedule, management tools, and deliverables to meet those goals step-by-step.

1.2 Understanding of Project, Scope of Services, and Tasks

As described below, GrantWorks has a thorough understanding of the anticipated projects, the scope of services, and the tasks necessary to complete the City's requested services in compliance with state and federal requirements. The issued RFP included a bulleted list of General Administration Services. Below is a list of additional services and tasks that GrantWorks can offer the City.

- ▶ Comprehensive management and administrative services
- ▶ Assist in establishing and maintaining financial processes
- ▶ Obtain and maintain copies of the most current program agreement, if such exists, including all related change requests, revisions, and attachments
- ▶ Program formulation, project development, assessments, research and data management, defining

- scope/size, cost estimating, and applicable submittals
- ▶ Establish, assist, and maintain recording keeping and assist in quarterly reporting (as required by the Department of Treasury)
- ▶ Coordinating and managing deliverables
- ▶ Project tracking
- ▶ Marketing, attending meetings, and responding to request for information
- ▶ Environmental and permit requirements (if required)
- ▶ Proactively identify opportunities to maximize public assistance
- ▶ Provide ongoing guidance to maximize funding
- ▶ Generate time extension requests when necessary so that eligibility is not forfeited
- ▶ Assist by getting the necessary legal documents for proper filing
- ▶ Advise on document retention strategies
- ▶ Coordinate with your staff to obtain all necessary backup documentation required to receive ARP funds
- ▶ Serve as your monitoring liaison between other agencies, including resolving findings
- ▶ Assist in responding to request for information from the USDT and/or other agencies
- ▶ Advise with the submission of appeals
- ▶ Provide detailed and periodic management reports on the status, including developments, revisions, submissions/approvals, open issues, financial overview, etc.
- ▶ Provide cash management reports showing the projected schedule for expenditures
- ▶ Prepare public procurement documentation and provide additional procurement assistance, including but not limited to preparing and writing requests for qualifications/proposals
- ▶ Develop database/electronic system for tracking and management of ARP projects
- ▶ Develop program guidelines, policies, procedures, and implementation plans or other pertinent documents
- ▶ Develop and prepare grant required documentation for compliance
- ▶ Advise on managing the closeout process to monitor compliance with USDT requirements

Needs Identification

Because of our extensive history of managing state and federal grant programs, GrantWorks is best suited to assist the City in securing and administer the ARP Act projects. We understand that the City has been awarded a direct allocation of approximately \$705,000.00 and must provide specific documentation to receive the funds—if needed, we will assist the City in preparing and submitting those documents.

Our experience is directly related to the cross-cutting compliance requirements inherent to using federal funds, including but not limited to procurement per 2 CFR 200, grants administration, Davis-Bacon and Related Acts, acquisition, and reporting.

We have an overarching view of multiple programs, and we look to see how you can best use them together. We also look at what will fit your needs. Our staff understands the complexities that can be encountered when administering federal funds, and because we manage multiple types of grants from different state and federal sources, we understand the need to maximize the potential uses of each funding source. We will review your proposed list of projects and develop guidance on best distributing funds across various project types.

Program Design

GrantWorks will collaborate with the City on eligible program and project formulations of the ARP Act

funds. Our approach always starts with meeting and collaborating with the City to assist with project design and scope based on the City's specific goals and objectives. Our experts will develop strategies based on risk, impact, capacity, and eligible opportunities. Based on this assessment, our team will develop preliminary scopes and cost estimates for eligible projects, perform a careful read and interpretation of regulations and assist your engineer in their benefit-cost analyses (BCA).

Using our extensive experience, we can accurately predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion.

- ▶ At the start of each project, our project managers meet with clients, engineers, and stakeholders to discuss potential alternative project activities.
- ▶ We work with stakeholders at each step of the project to meet the scheduled milestones and create procedures that meet all federal and state requirements.
- ▶ By working closely with local governments, engineers, and other parties, we ensure that projects conform to project performance statements and schedules.

Recordkeeping and Reporting

The most important consideration of the ARP Act program is “document, document, and document.” Audits frequently question costs, not because the work in question was improper, but because applicants inadequately document the work done and the costs. We cannot overemphasize the importance of an effective and well-designed document management system.

We believe an effective document management system must meet at least five goals:

1. Reduce duplicative efforts associated with recurring requests for documents from various stakeholders.
2. Help locate documents even in the face of staff transition and attrition from the USDT or the City.
3. Empower the City to continue using the data management processes and maintain records for the recovery duration, even after the departure of the consulting team.
4. Support data collection, obligation, and closeout.
5. Allow the City to meet federal document retention requirements.

Our document management database accelerates project close out because we will have an electronic copy of all relevant source documentation, correspondence, and grant management materials, reducing or eliminating reliance on hardcopy files.

Funding from the USDT is unique in that any developed programs will not be vetted and approved for funding by a federal or state agency. The first time the USDT will learn of the implemented projects will be during the City's annual report. This fact increases the importance of proper documentation during the initiation phase of the program, including project selection rationale.

As a non-entitlement city, Wimberley will only be required to submit annual reports to the USDT for the period ending July 31 on each calendar year until all funds are expended. GrantWorks will help the city prepare these reports so that all expenditures are clear and well documented.

Contract and Project Management

GrantWorks bases its strong project management methodology upon industry-standard best practices focused on proven processes, meticulous controls, and frequent and timely communications.

- ▶ Our project management team includes experts in procurement and bidding, contractor coordination, financial management, and other federal grant management requirements.
- ▶ Our project management team also includes experts in service-oriented activities, including working with nonprofits, small businesses, and healthcare providers.
- ▶ We use detailed document tracking systems and collaborate daily to ensure that your projects are on track.
- ▶ GrantWorks will guide and assist with financial management, recordkeeping, scope changes, reporting, environmental clearance, acquisition, contract closeout, and other aspects of program implementation.
- ▶ We prepare all forms, notices, and agenda items and provide them to you in advance.

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

As part of our project management services, we will:

- ▶ Maintain regular contact with the City's designated contact person, project engineer, construction contractors, and other parties
- ▶ Provide advice and technical assistance to the City on program implementation and regulations
- ▶ Establish and maintain a recordkeeping and filing system consistent with program guidelines
- ▶ Prepare start-up program documents, forms, notices, and agenda items for review or action
- ▶ Prepare and submit USDT documentation necessary to amend or modify the program
- ▶ Prepare and submit reports and other required updates
- ▶ Establish procedures to document expenditures associated with the local administration of the project
- ▶ Assist with procurement requirements such as those found in 2 CFR 200
- ▶ Assist with real property acquisition in compliance with state and federal law (URA)
- ▶ Track inquiries regarding grant completion dates
- ▶ Attend site visits and public meetings as needed
- ▶ Serve as a liaison for the City during any monitoring visits by USDT/State staff

Environmental Services

Even though the USDT has not finalized ARP guidance regarding the applicability of specific federal environmental requirements, we expect that state environmental and permitting requirements may be required. GrantWorks team members have performed environmental reviews for thousands of federally funded construction projects. Our experience includes evaluating environmental impacts to biological resources, air, water quality, wetlands, endangered species, socioeconomic resources, and archaeological and cultural resources. We have expertise in all types of environmental impact studies, wetland delineations, and permit applications. We also use data from state and federal resources to produce all necessary maps and data to understand relevant impacts and clearance needs fully.

Our experience includes evaluating environmental impacts to biological resources, air, water quality, wetlands, endangered species, socioeconomic resources, and archaeological and cultural resources. These evaluations have supported our work for:

- ▶ Exempt Activities

- ▶ Categorical Exclusions (CEs),
- ▶ Environmental Assessments (EAs)
- ▶ Environmental Impact Statements (EISs)
- ▶ Tiered National Environmental Protection Act (NEPA) documents

We have expertise in all types of environmental impact studies, wetland delineations, and permit applications. We also use data from state and federal resources to produce all necessary maps and data to understand relevant impacts and clearance needs fully.

Many cities and counties get delayed and overwhelmed when dealing with significant environmental conditions, but we specialize in finding efficient and compliant solutions. This phase of the project lifecycle should not be a deterrent to successful project completion. Our relationships and expertise can help mitigate hazards and provide environmentally compliant solutions. Although the Department of Treasury stated that the use of their Funds did not require submission to NEPA for Environmental Review, our team is prepared for any state-level environmental compliance and NEPA if it becomes required due to State precedence. Using our team of experts, we can meet NEPA infrastructure and environmental requirements.

Environmental review services include:

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

Financial Management

We ensure that 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.

Our financial management services include:

- ▶ Help the City to manage its grant funds, including submitting required forms and letters to USDT
- ▶ Assist with financial management, including reviewing and processing all invoices, contracts, and change orders received from the project engineer and construction contractors

- ▶ Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and status with USDT
- ▶ Prepare all fund requests on behalf of the City to ensure orderly and timely payments to all contracting parties with the allocated time periods
- ▶ Track invoice submittal and payment processing

Construction Management

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 to ensure compliance with state and federal requirements and contain the required contract provisions.

Our team will collect and review contractor information and verify construction contractor eligibility. As a best practice, **we create, use, and update checklists to document and ensure all contractors meet the necessary compliance requirements.** Debarment checks and SAM registry checks will be performed precontract, while other checklists will be completed before a notice to proceed and subsequent tasks. The steps for vetting all contractors are outlined in GrantWorks' standard operating procedures to ensure that we use a transparent and standardized approach throughout the project.

The GrantWorks Team will provide construction monitoring for compliance with equal opportunity and labor standards provisions. We will accomplish construction monitoring through the 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 scheduled on-site progress inspections for quality assurance, compliance, certify partial payment requests, and review, recommend, and process any change orders as needed.

Construction management services include:

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

Procurement Compliance

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 are compliant 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 any advance bid notices. These milestone dates are captured in our master schedule and are updated to reflect progress.

Our staff has developed 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.

The master schedule includes sufficient time to:

- ▶ Assemble the bid packages
- ▶ Issue notice of pending advertisement
- ▶ Advertise the bid
- ▶ Prepare and schedule pre-bid conference and site-walk
- ▶ Prepare the bids
- ▶ Capture/record procurement correspondence and answer Q&As
- ▶ Evaluate the bids and make recommendations
- ▶ Conduct pre-award conferences
- ▶ Support the City to execute the contract agreement with the contractor(s)

Davis-Bacon Labor Standards and Force Account Compliance

GrantWorks has in-house labor standards specialists who will work closely with your designated Labor Standards Officer (LSO) to review employee payrolls. Staff will schedule regular meetings with construction contractors to provide, as needed, hands-on technical assistance and ensure Davis-Bacon Related Acts (DBRA) compliance. Our specialized labor standards staff members are experts in Davis-Bacon compliance, develop pre-construction agendas, monitor weekly payrolls, and coordinate and review on-site employee interviews. They also maintain document files to support compliance. GrantWorks successfully performed labor standards/DBRA duties for two of the largest CDBG-DR projects under Hurricane Ike, with no audit or monitoring findings and hundreds of infrastructure projects across the state.

The City may desire to self-perform administration, engineering, and/or construction using their employees. Force Account occurs when the locality uses its employees and equipment to perform grant-related activities. GrantWorks is highly competent in assuring compliance with requirements for Force Account projects. Our staff has completed hundreds of Force Account projects for the Texas Department of Agriculture and the Texas Department of Transportation, for example. We have developed a data management system that easily tracks expenses for labor, equipment, and materials on multiple projects.

Davis-Bacon Labor Standards and Force Account Compliance services include:

- ▶ Provide labor standards compliance for all contracted work in conformance with Texas Government Code Title 10, Chapter 2258, including on-site employee interviews, review of all contractor payrolls, wage determination, calculation of wage restitution, etc.
- ▶ Assist with documenting any project related force account (City crew and equipment) hours and cost, including documenting material costs

Equal Opportunity Monitoring

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

Acquisition Duties (As Necessary)

Our experienced staff can perform acquisition duties (as required and/or as necessary). Our staff includes subject matter experts with the Uniform Relocation Act (URA). Acquisition duties include voluntary or involuntary acquisition requirements.

Contract Closeout

The GrantWorks Team adopts the audit and closeout philosophy that projects should 'begin with the end in mind.' This simple statement means we create policies and procedures that support a compliant operation and a continuous closeout process throughout the life cycle, making final closeout steps routine and predictable. **The City will benefit from our approach by building an audit-ready program from the beginning, structured for closeout, including critical checkpoint checklists and transparent reporting.**

GrantWorks will assist in reconciling financial data in all applicable systems, prepare the City for state and federal audits, and be available to participate in future audits, as necessary. We excel in the maintenance of project files and proper documentation of all grant requirements. As part of our audit and closeout services, we will:

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

1.3 GrantWorks Proposed Performance Tasks Under ARP Act Funding Categories

The ARP Plan allocates a total of \$130.2 billion to be used by cities and counties for the four activities described below. Each activity type will require differing scopes and work levels to be performed to meet the City's needs fully.

- A. *Respond to or mitigate the COVID-19 public health emergency or its negative economic impacts, including assistance to households, small businesses, nonprofits, or aid to impacted local industries such as tourism, travel, and hospitality.*

Example Activities:

- ▶ Grants to homeowners to pay medical expenses, housing costs, transportation costs, etc.
- ▶ Assistance to small businesses for staffing, operational expenses, etc.
- ▶ Aid to nonprofits to assist them in responding to the COVID-19 crisis
- ▶ Assistance to local impacted industries to increase public health security, conduct marketing, increase accessibility, etc.

Anticipated Scope of Work and Tasks:

- ▶ Set up program management parameters, such as compliance thresholds, project schedules, milestones, reporting needs, financial oversight, auditing, etc.
- ▶ Identify, document, and prioritize negative economic impacts on local services
- ▶ Identify and coordinate with local stakeholders
- ▶ Determine feasibility of potential projects
- ▶ Select project delivery mechanism(s) (i.e., city staff, consultant, non-profit, local economic development organization, etc.)
- ▶ Determine recipients of funds (i.e., impacted households, businesses, nonprofits, industries, etc.) and amounts of assistance to be provided
- ▶ Develop detailed project policies and guidelines
- ▶ Establish document management controls
- ▶ Assist in performing any necessary procurement
- ▶ Secure environmental clearances, as necessary
- ▶ Develop operational and data management protocols
- ▶ Develop staffing plan
- ▶ Perform project outreach and marketing
- ▶ Perform intake/eligibility of participants
- ▶ Implement project(s) and provide services
- ▶ Complete reporting and compliance requirements
- ▶ Perform project close-out and retain files

- B. *Respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers of the City who are performing essential work or providing grants to eligible employers who have eligible workers who perform essential work*

Example Activities:

- ▶ Provide premium pay for medical care workers, security workers, or others providing essential services
- ▶ Provide grants to businesses that supply workers at COVID-19 vaccination sites

Anticipated Scope of Work and Tasks:

- ▶ Set up program management parameters, such as compliance thresholds, project schedules, milestones, reporting needs, financial oversight, auditing, etc.
- ▶ Identify, document, quantify and prioritize costs for essential workers/services
- ▶ Identify and coordinate with local stakeholders
- ▶ Determine feasibility of potential projects
- ▶ Select project delivery mechanism(s) (i.e., city staff, consultant, contractor.)
- ▶ Establish document management controls

- ▶ Assisting in performing any necessary procurement
- ▶ Secure environmental clearances, as necessary
- ▶ Develop operational and data management protocols
- ▶ Implement project(s) and recommend disbursement of funds
- ▶ Complete reporting and compliance requirements
- ▶ Perform project close-out and retain files

C. Provide government services to the extent of the reduction of revenue (i.e., property or income tax) due to the COVID-19 public health emergency

Example Activities:

- ▶ Provide debris removal services not performed due to decreased revenue
- ▶ Re-open services (such as libraries, re-cycling) that were canceled or reduced
- ▶ Maintenance or new infrastructure (including roads)
- ▶ Modernization of cybersecurity (hardware, software, protection of critical infrastructure)
- ▶ Health services
- ▶ Environmental remediation
- ▶ School or educational services
- ▶ Provision of police, fire, and other public safety services

Anticipated Scope of Work and Tasks:

- ▶ Set up program management parameters, such as compliance thresholds, project schedules, milestones, reporting needs, financial oversight, auditing, etc.
- ▶ Identify, document, quantify and prioritize negative economic impacts on local services
- ▶ Identify and coordinate with local stakeholders
- ▶ Determine feasibility of potential projects
- ▶ Select project delivery mechanism(s) (i.e., city staff, consultant, contractor.)
- ▶ Establish document management controls
- ▶ Perform any necessary procurement
- ▶ Secure environmental clearances, as necessary
- ▶ Develop operational and data management protocols
- ▶ Develop staffing plan
- ▶ Implement project(s) and provide services
- ▶ Complete reporting and compliance requirements
- ▶ Perform project close-out and retain files

D. Make investments in water, sewer, and broadband infrastructure

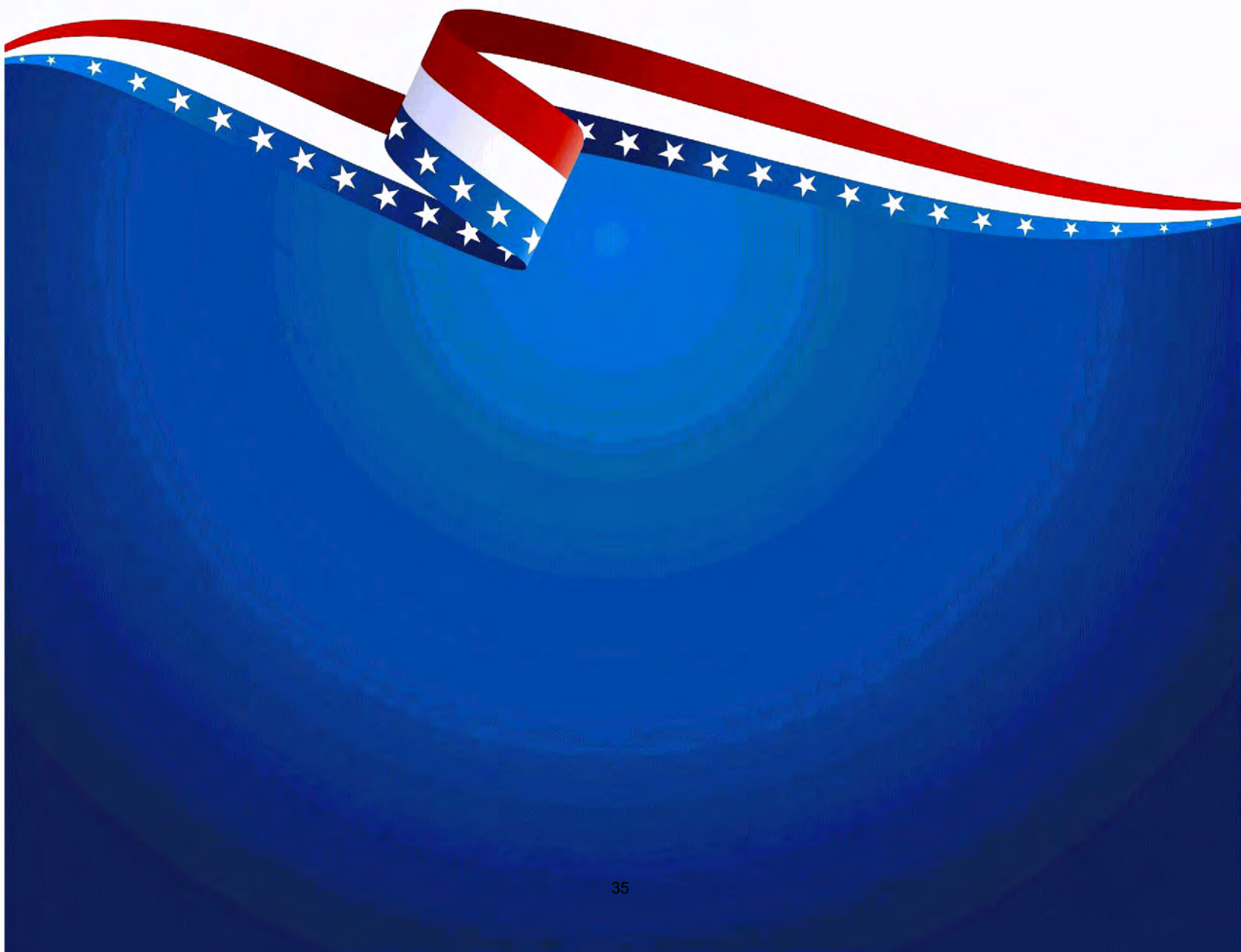
Example Activities:

- ▶ Replace deteriorating water mains
- ▶ Perform pipe burst activity to replace and enlarge sewer lines
- ▶ Upgrade storm sewer facilities with necessary road repair, if eligible
- ▶ Replace lead fixtures, joints, or pipes in the distribution system
- ▶ Water meter replacement
- ▶ Add broadband or upgrade existing broadband
- ▶ Prioritize fiber-optic infrastructure

Anticipated Scope of Work and Tasks:

- ▶ Set up program management parameters, such as compliance thresholds, project schedules, milestones, reporting needs, financial oversight, auditing, etc.
- ▶ Identify and coordinate with local stakeholders and attending meetings
- ▶ Proactively identify opportunities to maximize public assistance projects
- ▶ Assist in RFQ preparation and submission review to procure Engineer
- ▶ Work with the project engineer to review potential projects
- ▶ Review projects for potential real property acquisition needs
- ▶ Determine feasibility of potential projects
- ▶ Recommend Commissioners' Court Approvals and Authorizations
- ▶ Establish document management controls
- ▶ Assist with necessary procurement of Contractors
- ▶ Secure environmental clearances, as necessary
- ▶ Develop operational and data management protocols
- ▶ Manage implementation of the project(s)
- ▶ Perform Davis-Bacon Labor Compliance tasks
- ▶ Complete reporting and compliance requirements
- ▶ Perform project close-out and retain files

PART II: STATEMENT OF QUALIFICATIONS



SECTION 2 – EXPERIENCE

2.1 Company History and Background

GrantWorks is a highly qualified professional administration service provider with extensive management experience with state and federal programs. Since our founding in La Porte in 1979, GrantWorks has successfully assisted local governments with multiple state- and federal-funded programs. GrantWorks is a Texas corporation headquartered in Austin. The firm is classified as a small business and is an active Texas Comptroller CMBL registered vendor.

We are the foremost provider of community development, housing, planning, disaster recovery, economic development, transportation, and coastal grant program management for local governments in Texas, securing and administering more than \$5.5 billion in assistance for hundreds of localities through thousands of grant funding contracts. The GrantWorks Team is highly experienced in administering state and federal grant programs and has 300+ experienced full-time employees, half of which work in our numerous field offices across Texas. We have more than 75 project managers and 10 American Institute of Certified Planners (AICP) skilled at implementing a wide variety of grant development projects. A comprehensive list of our services include:

- ▶ Program/Project Management
- ▶ Marketing and Outreach
- ▶ Application Development
- ▶ Intake (for Project Participants)
- ▶ Audit and Monitoring Support
- ▶ Project Eligibility Reviews
- ▶ Home Elevation Scopes
- ▶ Beneficiary Eligibility Determinations
- ▶ Feasibility Reviews
- ▶ Cost Estimates
- ▶ Reviews for Duplication of Benefits (DOB)
- ▶ Data Management
- ▶ Federal and State Procurement
- ▶ On-Site Davis-Bacon Labor Standards
- ▶ Uniform Act Compliance (Acquisition)
- ▶ Environmental Review and Clearance
- ▶ Mapping/GIS



300+
NUMBER OF
EMPLOYEES



9
PRIMARY
OFFICES



45
FIELD
LOCATIONS



41
YEARS IN
BUSINESS

GrantWorks

GrantWorks, Inc.
2201 Northland Drive
Austin, Texas 78756
Telephone: 512.420.0303
Fax: 512.420.0302
www.grantworks.net

- ▶ Construction and Project Management
- ▶ Federal, State, and Local Compliance
- ▶ Reporting as Necessary to Meet Program Requirement

We are dedicated, providing the best service, and meeting the highest standards in all that we do. Our long-standing client relationships, dedication to staff training and certification, and involvement at every step of your program's process reflect our performance quality. Our firm is financially stable, adequately capitalized, and can perform the services required by this Request for Proposal (RFP). The map below demonstrates our offices and service areas.



Figure 2: GrantWorks Texas Office Locations

2.2 Related Experience/Background with Federally Funded Projects

To best serve communities as they ARP funds, we have dedicated a team of project management professionals to lead grant administration and project management services specifically for ARP Act funds. GrantWorks administers grants from a wide variety of state and federal funding resources and works directly with many state and federal agencies, including:

- ▶ U.S. Department of the Treasury (USDT)
- ▶ U.S. Department of Housing and Urban Development (HUD)
- ▶ Federal Emergency Management Agency (FEMA)
- ▶ Texas Department of Transportation (TxDOT)
- ▶ Texas General Land Office (GLO)
- ▶ Texas Department of Housing and Community Affairs (TDHCA)

- ▶ Texas Department of Agriculture (TDA)
- ▶ Texas Parks and Wildlife (TPW)
- ▶ Texas Water Development Board (TWDB)
- ▶ Texas Department of Emergency Management (TDEM)

We provide the full breadth of grant management services for a wide variety of program types, including:

- ▶ Disaster Recovery
- ▶ Infrastructure Projects (such as improvements to drainage, water capacity, roads, bridges, levees)
- ▶ CARES Act - COVID-19 Response
- ▶ Emergency Rent Relief
- ▶ Housing Rehabilitation and Reconstruction
- ▶ Buyout/Acquisition
- ▶ Transportation
- ▶ Homebuyers Assistance
- ▶ Demolition/Clearance Activities
- ▶ Flood Mitigation
- ▶ Elevations
- ▶ Resiliency
- ▶ Mitigation
- ▶ Generators
- ▶ Retrofits for Public Buildings
- ▶ Accessibility
- ▶ Wildfire Mitigation
- ▶ Community Safe Rooms

GrantWorks provides grants management and project management services for various state and federal programs. We have extensive expertise and success with federal-funded local projects, including those administered by the U.S. Department of Treasury, as described below.

U.S. Department of Treasury Programs

American Rescue Plan (ARP)

On March 22, 2021, President Biden signed the American Rescue Plan (ARP) Act. The measure provides \$1.9 trillion in coronavirus relief and stimulus funding to continue to address the coronavirus pandemic, mitigate the economic impact of COVID-19, and boost economic recovery and growth. The bill includes significant aid for state and local governments, with programs administered by the U.S. Department of Treasury (USDOT).

Coronavirus State and Local Fiscal Recovery Fund allocated to states, territories, counties, cities, and tribal governments to help cover expenditures, replenish revenue, and mitigate the economic impact of the coronavirus pandemic. The ARP Plan allocates a total of \$362 billion for the following activities.

- ▶ Respond to or mitigate the COVID-19 public health emergency or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted local industries such as tourism, travel, and hospitality
- ▶ Provide government services to the extent of the reduction of revenue (i.e., online, property, or income tax) due to the COVID-19 public health emergency

- ▶ Respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to the City's eligible workers who are performing essential work or providing grants to eligible employers who have eligible workers who perform essential work
- ▶ Make investments in water, sewer, and broadband infrastructure

The USDT requires local governments, including cities like the City of Wimberley, to comply with federal law and related guidelines for the Local Fiscal Recovery Fund. If a local government fails to comply with federal law and related guidelines, it will be required to repay the USDT an equal amount of the funds used in the violation. Local governments are also required to provide periodic reports providing a detailed accounting of the use of the funds.

If the City of Wimberley is eligible and decides to participate in other ARP Act programs, GrantWorks can assist with grant management and project management of these funds.

RESTORE Act

GrantWorks is currently administering a RESTORE Act project which the USDT also administers. GrantWorks provides grant administration services to Brazoria County for the Lower San Bernard River Ecosystem Restoration Project through TCEQ under the RESTORE Act Program. We have developed the work plan in compliance with TCEQ. We will monitor contractors and subcontractors to ensure compliance with all requirements. GrantWorks will also assist the City with reporting, required sub-grant activities, and reimbursement requests following all applicable federal and state laws and regulations.

On April 20, 2010, an explosion on the Deepwater Horizon oil rig drilling in the Gulf of Mexico caused the largest offshore oil spill in the United States. Before the well was capped, millions of barrels of crude oil were released, closing tens of thousands of square miles of Gulf of Mexico waters to fishing and causing extensive damage to marine and wildlife habitats and tourism. On July 6, 2012, the President signed the Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act (RESTORE Act). The Act established the Gulf Coast Restoration Trust Fund in the U.S. Treasury Department.

2.3 Related Experience/Background with Specific Project Types

GrantWorks manages hundreds of projects each year and has a long list of satisfied clients and award-winning performance on a wide range of grant administration and project management assignments, including projects similar in size, scope, and function to the proposed ARP contract across Texas. GrantWorks has provided descriptions of these projects that are ongoing or completed successfully. Also, we have provided descriptions of other related projects that we have worked on to demonstrate the depth and breadth of our experience.

GrantWorks has successfully assisted local governments with the Texas Community Development Block Grant (TxCDBG) program since the program's inception, providing both application and grant administration services to hundreds of communities throughout Texas. GrantWorks has completed more than 1,500 Community Development Block Grant projects in more than 400 cities and counties across Texas. We have provided administration, management, and planning services for each of the following types of TxCDBG funded programs:

Texas Department of Agriculture

Texas Community Development Block Grant (CDBG) Infrastructure and Non-Rental

Housing Program: More than 1,500 local government projects funded and managed, #1 In Texas in every CDBG category

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

Texas General Land Office

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

- ▶ 65+ local government projects funded, \$180+ million, #1 in Texas
- ▶ 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, \$2+ billion
- ▶ State-level Housing Assistance Program in Coastal Bend Council of Governments Region, Golden Crescent Regional Planning Commission Region, and multiple central Texas counties, \$643+ million

CDBG-DR 2016 Floods:

- ▶ 12+ local government projects funded, including multifamily and single-family housing, \$24 million, #1 in Texas

CDBG-DR 2015 Floods:

- ▶ 24+ local government projects funded, including multifamily and single-family housing, \$180+ million, #1 in Texas

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

- ▶ 90+ local government projects funded, \$436 million, #1 in Texas
- ▶ Projects include the \$100 million City of Galveston infrastructure, \$65 million Galveston Housing Authority Multifamily Rebuild, \$26 million City of Houston infrastructure, and \$26 million Galveston Rental Housing Replacement Programs.
- ▶ Full grant administration and project delivery services

Texas Department of Housing and Community Affairs

Texas HOME Non-Rental Housing Program:

- ▶ Homeowner Rehabilitation Assistance (HRA) Program/ Owner-Occupied Assistance
- ▶ 600+ contracts awarded to cities, counties, and nonprofits for \$220+ million: #1 in Texas
- ▶ 3,000+ substandard houses rehabilitated or reconstructed: #1 in Texas
- ▶ Full administrative and project delivery services:

- › Application development, beneficiary income verification, project eligibility assessment
- › Procurement, acquisition, environmental review
- › Financial management, draw, change order, pay estimates, amendments
- › Compliance, duplication of benefit analysis, audit, and monitoring support

Texas Department of Transportation

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

Federal Emergency Management Agency

- ▶ FEMA Public Assistance: 8 Hurricane Harvey contracts, \$80+ million

Texas Department of Emergency Management

- ▶ Hazard Mitigation Construction Projects: Homeowner Elevations and Reconstructions: 4 projects, \$65+ million
- ▶ Hazard Mitigation Plans: 25+ projects, \$2.4+ million
- ▶ Critical Facility Generators: 29+ projects, \$11.6+ million
- ▶ Warning Sirens: 8 contracts, \$428,488
- ▶ Infrastructure Drainage: 3 projects, \$3.3+ million

Texas Parks and Wildlife

- ▶ Outdoor/Indoor Recreation and Small Community Parks Program: 70+ projects funded, \$42+ million, #1 in Texas

Our staff works directly with cities and counties to identify and implement infrastructure improvements, including wastewater treatment plant rehabilitation, water production, treatment, distribution and storage facilities, water and sewer line installation, flood, drainage, road, and sidewalk improvements. We are dedicated to community development through public works construction and believe these improvements are essential to strengthening Texas communities. **Figure 3** below shows a representative sample of GrantWorks' recent project experience within the surrounding areas.

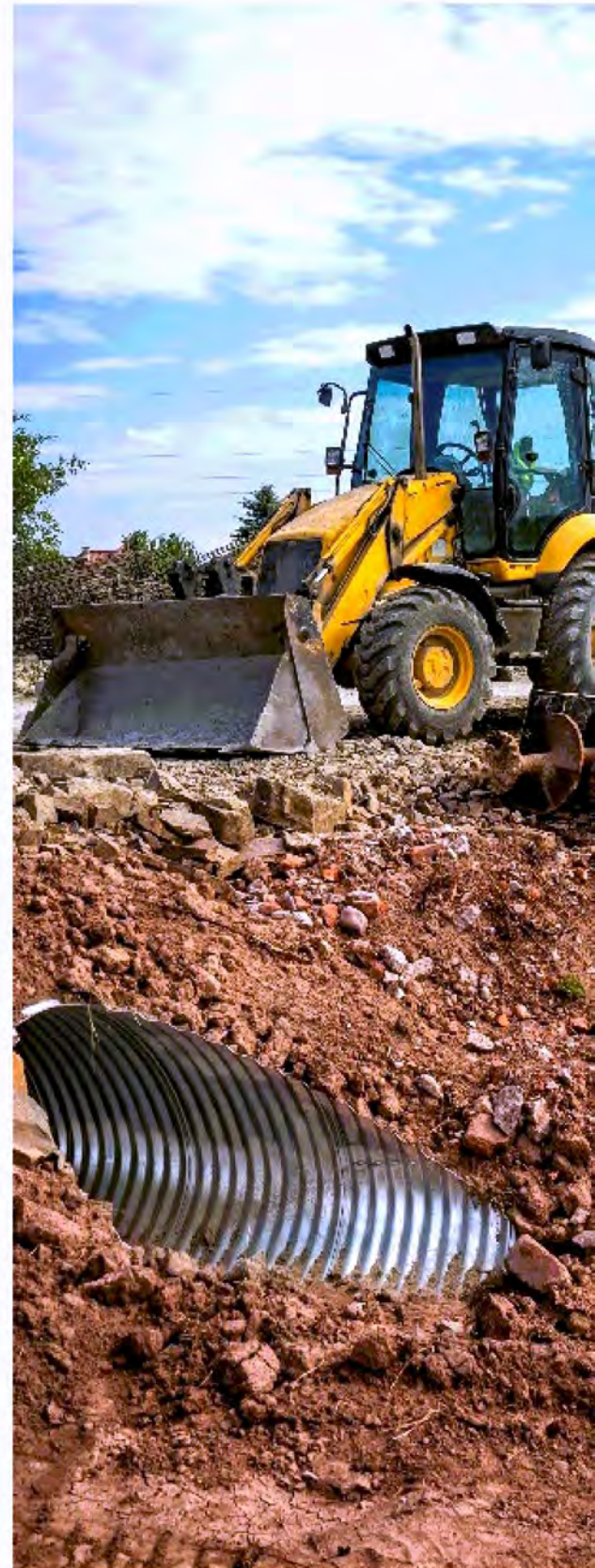


Figure 3: Our Relevant CAPCOG and Surrounding Areas Project Experience

Client	Year Started	Activities	Grant Amount
Bandera County	2016	Water Improvements	\$288,750.00
Buckholts	2016	Sewer Improvements	\$288,750.00
Burnet County	2004	Water System Improvements	\$353,500.00
Cameron	2017	Sewer Improvements	\$330,000.00
	2016	Water Improvements	\$330,000.00
Edna	2017	Sewer Improvements	\$330,000.00
Eldorado	2017	Water Improvements	\$275,000.00
Floresville	2016	Sewer Improvements	\$330,000.00
Goldthwaite	2016	Water Improvements	\$302,500.00
Hamilton	2017	Sewer Improvements	\$306,625.00
Holland	2016	Water Improvements	\$288,750.00
Kendall County	2016	Water Improvements	\$511,550.00
Kerr County	2018	Rehabilitation: Single-Unit Water	\$525,000.00
	2018	Rehabilitation: Single-Unit Water	\$525,000.00
	2017	First-Time Sewer System	\$1,000,000.00
Lexington	2015	Water Improvements	\$339,000.00
Madison County	2017	Water Improvements	\$283,925.00
Madisonville	2017	Sewer Improvements	\$316,250.00
Marquez	2017	Water Improvements	\$288,750.00
Medina County	2017	Sewer Improvements	\$288,750.00
	2016	Water Improvements	\$288,750.00
Navasota	2017	Sidewalk Improvements	\$325,000.00
Pearsall	2017	Sewer Improvements	\$330,000.00
Point Comfort	2017	Water Improvements	\$288,750.00
	2016	Water Improvements	\$288,750.00
Port Lavaca	2016	Public Infrastructure Improvements	\$2,750,100.00
Robertson County	2017	Water Improvements	\$288,750.00
Schulenburg	2013	Revolving Loan Program	\$125,000.00
Sterling City	2017	Sewer Improvements	\$275,000.00
Tom Green County	2016	Water Improvements	\$200,000.00
Victoria County	2017	Water Improvements	\$302,500.00
Yoakum	2017	Infrastructure Improvements	\$7,000,000.00

2.4 Related Experience/Background with Specific Services, including Administrative, Construction Management, Acquisition, Environmental Review, and Buyout Management

GrantWorks has provided project descriptions demonstrating our knowledge and experience with specific project types on the following pages.



80,000

HOUSEHOLDS BENEFITED

CLIENT

Texas Department of Housing & Community Affairs (Prime: Horne, LLC)

CONTRACT NUMBER

GLO Contract No. 21-064-001-C847

GRANT PROGRAM

Coronavirus Relief Bill
Administered by the U.S.
Department of Treasury

REGION

Statewide

CONTRACT START DATE

February 15, 2021

CONTRACT END DATE

Ongoing

RELEVANCE/HIGHLIGHTS

☒ Case Management

REFERENCE

Jonathan Krebs
Vice President
Horne, LLC
661 Sunnybrook Road, Suite 100
Ridgeland, Mississippi 39157
Telephone: (888) 821-0202
jonathan.krebs@hornellc.com

CORONAVIRUS RELIEF BILL EMERGENCY RENTAL ASSISTANCE PROGRAM, STATEWIDE, TEXAS

BACKGROUND

The Texas Department of Housing and Community Affairs (TDHCA) received \$1.3 billion in Emergency Rental Assistance funds from the newly passed Coronavirus Relief Bill. This program provides up to 15 months of rent, both for past or future payments, for tenants who have felt the impact of the COVID-19 pandemic. The use of funds includes rent, rental arrears, utilities, utility arrears, and other housing-related expenses. Assistance under the new program is only available to households with income less than than 80% of the area's median income, which varies by county and by the number of members in a household. Both landlords and tenants can apply. TDHCA expects that 80,000 households could benefit from this new rental assistance program.

WORK PERFORMED

As a subcontractor to Horne, LLC, GrantWorks provides staff to perform eligibility analysis, quality control, and payment processing. GrantWorks staffs 16 positions on this program with 13 Eligibility Analysts and 3 Quality Assurance Specialists. Our staff process applications, review income and determine eligibility for program benefits. They also verify rent, utility, and other household expenses by analyzing documentation provided by tenants and landlords. Other responsibilities include:

- ▶ Provide financial control information by collecting, analyzing, and summarizing data
- ▶ Create updates and reports to communicate the progress of the program effectively
- ▶ Collect and verify information provided by tenants and landlords

- ▶ Develop and maintain professional relationships with the case management team, homeowners, landlords, tenants, and other external groups to provide effective and timely customer service, information, and problem resolution
- ▶ Establish and maintain an extensive electronic and hard copy filing system for homeowners, landlords, and tenants
- ▶ Review completed applications and approve funding

PERFORMANCE QUALITY

Timeliness of Service(s) Delivery: GrantWorks staff routinely exceed daily performance expectations of our assigned tasks, and in a lot of instances, we exceed our daily performance metrics by two or three times. Because of our efficient execution of tasks, our staff has been promoted to perform quality control functions to move projects forward quickly.

Quality of the Service(s) Provided: GrantWorks provides a team of well-trained professionals who provide efficient and accurate program eligibility and award analysis. Our team communicates with tenants and landlords to gather information and documentation and promptly enters data into the electronic data system. Both applicants and landlords have commented on our quality of assistance, responsiveness, and communications.

“Zabelle, good morning! I want to thank you for being so prompt and diligent on my case. I was approved, and you helped me get that. I am forever grateful. I would like to let your organization know how much of a good job you are doing, helping people recover from this pandemic.”
Successful Applicant

“Danyail, I just saw that my application was approved! I would like to thank you for your assistance and patience! THANK YOU, DANYAIL!”
Successful Applicant

“Awesome!!! I am unexplainably elated!!! God bless you and this process.”
Successful Applicant

“I just wanted to say thank you for all your help. I truly appreciate your assistance in getting this grant for my rent. It's a blessing, and forever grateful. God bless!”
Successful Applicant

STAFF

Jo Carroll, Senior Management Advisor and Subject Matter Expert
 Ken Pevovar, PMP, Senior Management Advisor and Subject Matter Expert
 Jennifer Saucedo, Project Manager
 Christine Pevovar, Eligibility Analyst
 Zabelle Konyalian, Eligibility Analyst
 Crystal McQuenter, Eligibility Analyst
 Danyail Inge, Eligibility Analyst
 Alma Freyre, Eligibility Analyst
 Mary Ayala, Eligibility Analyst
 Renee Clark-Hobbs, Eligibility Analyst
 Bill Hunter, Eligibility Analyst
 Mia McDonald, Eligibility Analyst
 Robin Parker, Eligibility Analyst

**CLIENT**

Brazoria County, Texas

CONTRACT NUMBER

582-19-97171

GRANT PROGRAM

Texas Commission on
Environmental Quality,
RESTORE Act Program

REGION

Houston-Galveston Area Council

TOTAL GRANT AMOUNT

\$10,766,000

CONTRACT START DATE

August 29, 2019

CONTRACT END DATE

October 31, 2023

RELEVANCE/HIGHLIGHTS

- ☒ Grant Administration
- ☒ Project Management
- ☒ Construction Management

REFERENCE

Karen Morgan
County Engineer
Brazoria County
111 E Locust
Angleton, Texas 77515
Telephone: (979) 849-1200
karenm@brazoria-county.com

LOWER SAN BERNARD RIVER ECOSYSTEM RESTORATION PROJECT, BRAZORIA COUNTY, TEXAS

BACKGROUND

Brazoria County received funding for the Lower San Bernard River Ecosystem Restoration Project through the Texas Commission on Quality (TCEQ) under the RESTORE Act Program. This project will restore the San Bernard River's historical flow to the Gulf of Mexico and open the river's mouth via dredging the silt in the channel and river outlet to the Gulf to reestablish normal river flow. Silt has shut the mouth of the San Bernard, which affects the lower San Bernard River's ecosystem by impeding normal drainage flow, water quality, sediment transfer rate, and aquatic ecosystem. The closure also leads to a degradation of 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 opening of the river provides economic benefits to the state and the nation. During high water events with the river mouth closed, the river water backs up the river into the Gulf Intracoastal Waterway (GIWW), creating a flooding hazard for the citizens who live 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, which results in increased siltation near the US 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 provide benefits for threatened and endangered species habitat, essential

fish habitat, and improve the overall environmental and economic health of the Texas coastal estuary system.

WORK PERFORMED

GrantWorks is providing grant administration services during the pre-construction and construction phases of this project for Brazoria County. We have developed the work plan, which TCEQ has approved. The work plan details the project tasks, including timeline estimates, milestones, and deliverables. We will monitor contractors and subcontractors to ensure compliance with all requirements. GrantWorks will also assist the County with reporting, required sub-grant activities, and reimbursement requests following all applicable federal and state laws and regulations. The USACE issued Permit SWG-015-00603, and the project is now in design.

QUALITY OF PERFORMANCE

Timeliness of Service(s) Delivery: GrantWorks has turned in reports monthly.

Quality of the Service(s) Provided: Brazoria County procured GrantWorks after the beginning of the state contract, and GrantWorks has contributed several ways to the project's success. The RESTORE program is a new program with the Texas Commission for Environmental Quality (TCEQ), and only a few grants have been awarded as of early 2021, with many in the pipeline to be awarded in the future. GrantWorks has taken responsibility for the project's monthly and quarterly reporting requirements, including coordination with the County and the engineers on the project's progress. Additionally, GrantWorks reviewed the engineering procurement for compliance with federal requirements and will assist with construction procurement. As the project moves into construction, GrantWorks will ensure continued coordination between the design engineer, construction oversight engineer, and environmental monitors to ensure that we accomplish the project's objectives. GrantWorks has adapted swiftly to the requirements of the RESTORE program, applying best practices from our extensive federal and state agency experience.

Business Relationships: Frequent and open communication has been essential to meet the RESTORE program's specific requirements. GrantWorks jumped in quickly to meet the Work Plan deadline for TCEQ review and approval and has made several updates at the County's request. Our prompt response rate has been helpful to the County. We have also ensured that communication remains open around monthly reporting, assisting the County in understanding the guidelines for this recently funded initiative.

STAFF

Karen Blaney, Senior Project Manager

**CLIENT**

Texas General Land Office on
Behalf of City of Galveston, Texas

CONTRACT NUMBER

GLO 15-081-000-8748

GRANT PROGRAM

Texas General Land Office,
Community Development Block
Grant-Disaster Recovery (CDBG-
DR Program)

REGION

Houston-Galveston Area Council
(HGAC)

GRANT AMOUNT

Round 1: \$107 million

Round 2.1: \$24 million

Round 2.2: \$91 million

TOTAL GRANT AMOUNT

\$222 million

CONTRACT START DATE

October 2014

CONTRACT END DATE

October 2021

RELEVANCE/HIGHLIGHTS

- ☒ Grant Administration
- ☒ Project Management
- ☒ Construction Management

REFERENCE

Tina Jankowski
Construction Project Manager
City of Galveston
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Galveston, Texas 77553
Telephone: (409) 797-3966
tjankowski@galvestontx.go

CITY OF GALVESTON HURRICANE IKE CDBG- DR ECONOMIC DEVELOPMENT PROGRAM, GALVESTON, TEXAS

BACKGROUND

The City of Galveston has worked with GrantWorks since 2013 when the Texas General Land Office (GLO) and the City of Galveston sought a professional grant management firm to administer remaining Hurricane Ike CDBG-DR projects. The GLO funded the City of Galveston through three cycles: Round 1 for \$107 million, Round 2.1 for \$24 million, and Round 2.2 for \$81 million.

Hurricane Ike, which came ashore with Category 2 winds and a storm surge as high as 17 feet in some locations, devastated the City's housing, businesses, and infrastructure. So severe was the damage that the number of recovery projects needed, and the costs associated with these projects, was staggering. The City initially prioritized restoration and hardening of critical water and sewer facility projects and the local cost-share for water, sewer, drainage, and road projects initiated with FEMA Public Assistance funds. The City also prioritized strategic investment in neighborhoods and public facilities to encourage a broader economic recovery. These projects addressed direct damage through FEMA cost-share and various failures in the functioning of critical public infrastructure and facilities caused by Hurricane Ike.

The GLO award the City of Galveston more than \$222 million for infrastructure and non-housing projects ranging from economic development, disaster relief, and utility system improvements.

WORK PERFORMED

The City of Galveston received funding for more than 20 projects, including rehabilitation of a pump station and water tanks, new pump stations, fire station, public works building,

wastewater treatment plant, streets, demolition and clearance of a fire station and incinerator, and planning. The funds provided reliable and continuous potable water, ensured roadway and city service function, and provided safe and efficient wastewater treatment.

As the Grant Administrator for this program, GrantWorks provided grant administration and project delivery services to the City. Services included:

- ▶ Application preparation
- ▶ Unmet needs assessment
- ▶ Eligible activities determination
- ▶ Procurement
- ▶ Acquisition
- ▶ City department and stakeholder coordination
- ▶ Project management
- ▶ Financial management and recordkeeping
- ▶ Environmental services
- ▶ Construction bidding and procurement assistance
- ▶ Construction management
- ▶ Contract management and operations
- ▶ Labor standards and Davis-Bacon compliance
- ▶ Civil rights, fair housing, and Section 3
- ▶ Program compliance, monitoring, and closeout
- ▶ Project files and documentation maintenance

GrantWorks has also coordinated effectively with local governmental authorities, consulting engineering firms, and construction contractors.

PERFORMANCE QUALITY

Cost Control: GrantWorks closely monitored the project budget, assisted with the procurement of materials testing and environmental services, and advised the City on any budget changes. GrantWorks thoroughly reviewed draws for any ineligible costs.

Timeliness of Service(s) Delivery: GrantWorks scheduled and hosted regularly scheduled meetings with all parties, including engineers, architects, project managers, and environmental specialists, to discuss timelines. GrantWorks also worked with the City and GLO on all extension requests.

Quality of the Service(s) Provided: GrantWorks assisted the City with qualifying the projects in the application phase and implementing the project tasks as they moved through construction and closeout. GrantWorks also helped the City acquire donated property to use as off-site parking for the Public Works Building project.

Business Relationships: GrantWorks facilitated weekly conference calls to coordinate with staff members at the City and GLO and helped strategize the projects' next steps.

STAFF

Eric Hartzell, AICP, Subject Matter Expertise, and Oversight
 Martha Arosemena, PMP, AICP, Subject Matter Expertise, and Oversight
 Liz Nguyen, Grant Administrator
 Karen Blaney, Grant Administrator

**CLIENT**

Texas General Land Office

CONTRACT NUMBER

GLO Work Orders B335, B346

NOTE: We are assisting with this program through Work Orders that provide for Grant Managers (FTEs) and Project Management deliverables. We were not hired under a program-specific RFP.

GRANT PROGRAM

Texas General Land Office, Community Development Block Grant-Disaster Recovery (CDBG-DR) Economic Revitalization Program

GRANT AMOUNT

\$100 million

CONTRACT START DATE

October 2018

Note: This is the B335 WO start date. There is no specific contract for this work

CONTRACT END DATE

August 2023

Note: This is the B335 WO end date. There is no specific contract for this work

RELEVANCE/HIGHLIGHTS

- ☒ Grant Administration
- ☒ Project Management

HURRICANE HARVEY CDBG-DR ECONOMIC REVITALIZATION PROGRAM, STATEWIDE, TEXAS

BACKGROUND

In 2017, Hurricane Harvey struck the Texas coast, costing local economies approximately \$ 125 billion in flood and wind damage. Many small businesses suffered damage and lost both the equipment and inventory vital to their daily operations. The storm and its aftermath prevented affected businesses from operating for days—or even weeks—and led to significant revenue and operating capital losses.

Because of its successful vendor relationship history and the breadth of expertise that GrantWorks provides, the Texas General Land Office (GLO) Community Development and Revitalization (CDR) selected GrantWorks to provide state-level grant management and project management support for various state-managed programs, including its Economic Revitalization Program (ERP). ERP's goal is to assist small businesses within the 49 Texas counties recover from Hurricane Harvey.

As part of the ERP Team, GrantWorks provides subject matter expertise and embedded staff support to the GLO, rounding out the larger GLO Team responsible for providing management oversight to the implementation vendor. Among its many duties, GrantWorks staff conduct application eligibility and financial reviews, provide daily case management level support to business applicants, provide hands-on technical assistance to internal and external stakeholders, prepare monthly reports, and more.

GrantWorks also developed an ERP-specific LMI/National Objective mapping tool and a QuickBase solution that facilitates application reviews and program-specific reporting. GrantWorks' participation and support are key in ensuring that the program and its beneficiaries adhere to applicable federal, state, and local laws,

ordinances and regulations, including applicable Codes of Federal Regulations, U.S. Department of Housing and Urban Development (HUD) requirements, and the Community Development Block Grant-Disaster Recovery (CDBG-DR) rules and regulations.

WORK PERFORMED

GrantWorks provides services to assist the GLO in fulfilling its state-level program management and oversight duties. Our services include:

- ▶ Work with the GLO and its ERP implementation vendor to develop policy documents and procedures
- ▶ Provide Program guidance and technical assistance to the GLO, its ERP implementation vendor, and business applicants
- ▶ Develop an online National Objective mapping tool
- ▶ Develop QuickBase process flow and reporting solution
- ▶ Conduct quality control reviews on vendor applicant eligibility reviews
- ▶ Perform quality reviews of applicant-submitted financial data
- ▶ Provide pre-award eligibility review and post-award implementation oversight
- ▶ Document the National Objective met by each applicant
- ▶ Review applicant documentation of eligible expenditures
- ▶ Prepare all program reporting
- ▶ Assist with federal and state monitoring
- ▶ Perform program closeout

PERFORMANCE QUALITY

Timeliness: Our Grant Administration (GA) and Project Management (PM) contracts include penalty clauses for late delivery. Thus far, GrantWorks has delivered all services promptly, and the GLO has assessed no penalties.

Cost Control: GrantWorks' flexibility in providing services both through the GA and PM Work Orders has ensured that resource costs have remained low about the level of support and resource time provided. The QuickBase solution developed by the GrantWorks team facilitates reviews, thereby reducing the cost associated with a more manual reporting process.

Timeliness of Service(s) Delivery: GrantWorks' flexibility has allowed its staff to respond quickly to additional requests, including quickly onboarding additional Grant Managers and specialized financial experts. GrantWorks also initiated and developed its LMI/National Objective online mapping tool within weeks of the request being made.

Quality of the Service(s) Provided: At the GLO's request, GrantWorks has allocated resources to facilitate Program implementation. GrantWorks rapidly worked to initiate, create, and implement a QuickBase reporting tool to manage application reviews and report more efficiently on program progress. Because of the value that GrantWorks provides, the GLO has repeatedly requested additional support services from the team.

Business Relationships: As part of the larger ERP Team, GrantWorks has established a successful, effective working relationship with the GLO, Texas Back in Business, the GLO's third-party ERP implementation vendor.

STAFF

Eric Hartzell, AICP, Executive Vice President
 Martha Arosemena, PMP, AICP, Senior Vice President
 Agata Brickey, Grant Manager

**CLIENT**

Texas General Land Office

CONTRACT NUMBER

GLO Work Orders B335, B346

NOTE: We are assisting with this program through Work Orders that provide for Grant Managers (FTEs) and Project Management deliverables. We were not hired under a program-specific RFP for this.

GRANT PROGRAM

Texas General Land Office, Community Development Block Grant-Disaster Recovery (CDBG-DR) Homeowner Reimbursement Program

TOTAL PROGRAM AMOUNT

\$100 million

CONTRACT START DATE

October 2018

Note: This is the B335 WO start date. There is no specific contract for this work.

CONTRACT END DATE

August 2023

Note: This is the B335 WO end date. There is no specific contract for this work

RELEVANCE/HIGHLIGHTS

- ☒ Grant Administration
- ☒ Project Management

HURRICANE HARVEY CDBG-DR HOMEOWNER REIMBURSEMENT PROGRAM IMPLEMENTATION, STATEWIDE, TEXAS

BACKGROUND

In 2017, Hurricane Harvey struck the Texas coast, causing approximately \$ 125 billion in flood and wind damage. Immediately following the disaster, many homeowners were forced to make significant repairs to their homes using their funds.

Because of its successful vendor relationship history and the breadth of expertise that GrantWorks provides, the Texas General Land Office (GLO) Community Development and Revitalization (CDR) selected GrantWorks to provide state-level grant management and project management support for various state-managed programs, including its Homeowner Reimbursement Program (HRP). HRP's goal is to assist homeowners within the 49 Texas counties, excluding Houston/Harris County, to recover from Hurricane Harvey.

As part of the HRP Team, GrantWorks provides subject matter expertise and embedded staff support to the GLO, rounding out the larger GLO Team responsible for providing management oversight to the HRP implementation vendor. Among its many duties, GrantWorks staff conduct application eligibility reviews, provide hands-on technical assistance to internal and external stakeholders, prepare monthly reports, provide monitoring assistance, and more.

GrantWorks' participation and support are key in ensuring that the HRP Program and its beneficiaries adhere to applicable federal, state, and local laws, ordinances, and regulations, including applicable Codes of Federal Regulations, U.S. Department of Housing and Urban Development (HUD) requirements, and the Community Development Block Grant-Disaster Recovery (CDBG-DR) rules and regulations.

WORK PERFORMED

GrantWorks provides services to assist the GLO in fulfilling its state-level Program management and oversight duties. Our services include:

- ▶ Work with the GLO and its HRP implementation vendor to develop policy documents and procedures
- ▶ Provide program guidance and technical assistance to the GLO and its HRP implementation vendor
- ▶ Review applicant documentation of eligible expenditures
- ▶ Prepare all Program reporting
- ▶ Provide staff training
- ▶ Review applicant and vendor payment requests
- ▶ Assist with preparing for and responding to federal and state monitorings
- ▶ Use the program system of operation for reviewing and processing all applicant information
- ▶ Provide Duplication of Benefit (DOB) calculations and analysis
- ▶ Review and work with the GLO to resolve applicant complaints and appeals
- ▶ Perform program closeout monitoring and oversight

PERFORMANCE QUALITY

Timeliness: Our Grant Administration (GA) and Project management (PM) contracts include penalty clauses for late delivery. Thus far, GrantWorks has delivered all services in a timely manner, and GLO has assessed no penalties.

Cost Control: GrantWorks' flexibility in providing services both through the GA and PM Work Orders has ensured that resource costs have remained low in relation to the quality of support and resource time provided. All items on invoices are pre-approved by both the GLO HRP Grant Manager and GLO Business Management.

Timeliness of Service(s) Delivery: GrantWorks' flexibility has allowed its staff to respond quickly to additional requests, including using the Project Managers to fulfill time-sensitive tasks and ad-hoc projects.

Quality of the Service(s) Provided: GrantWorks has allocated all adequate resources to support program implementation at the GLO's request.

Business Relationships: As part of the larger HRP Team, GrantWorks has established a successful, effective working relationship with the GLO and Workforce Group, the GLO's third-party HRP implementation vendor.

STAFF

Eric Hartzell, AICP, Project Management
 Martha Arosemena, PMP, AICP, Project Management
 Casey LeMay, Grant Administration
 Elizabeth Nguyen, Project Management
 Meagan Moore, Project Management

**CLIENT**

Texas General Land Office

CONTRACT NUMBER

GLO Work Order: 18-304-013-B316

GLO Work Order: 18-304-013-B317

GRANT PROGRAM

Texas General Land Office,
Hurricane Harvey CDBG-DR
Homeowners Assistance Program

GRANT AMOUNT

\$643.4 million

CONTRACT START DATE

September 13, 2018

CONTRACT END DATE

June 30, 2022

RELEVANCE/HIGHLIGHTS

- ☒ Grant Administration
- ☒ Project Management
- ☒ Construction Management

REFERENCE

Jennifer Molinari
Director, State Run Housing
Programs
Texas General Land Office
P.O. Box 12873
Austin, Texas 78711-2873
jennifer.molinari.glo@recovery.texas.gov

HURRICANE HARVEY CDBG-DR HOMEOWNERS ASSISTANCE PROGRAM, CENTRAL-GOLDEN CRESCENT AND COASTAL BEND REGIONS, TEXAS

BACKGROUND

The U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) program funds the Texas Homeowner Assistance Program following Hurricane Harvey. The CDBG-DR program allows the GLO to work with local leadership on long-term housing solutions that help rebuild a community and lessen the cost and impact of future disasters.

The GLO allocated \$1.334 billion in HUD CDBG-DR funding to rehabilitate and reconstruct thousands of owner-occupied single-family homes in 48 counties damaged by Hurricane Harvey. GrantWorks is currently managing \$470,000,000 of these funds with an A grade.

The GLO allocated the HAP funds on a regional level, generally defined by the Council of Government (COG) regions. The GLO selected GrantWorks to manage and implement two of the COG regions – Central/Golden Crescent Region and Coastal Bend Region - covering 26 south Texas counties and totaling \$643.4 million in grant funds.

WORK PERFORMED

The Housing Assistance Program (HAP) helps homeowners affected by Hurricane Harvey to rehabilitate, reconstruct and/or elevate single-family, owner-occupied homes. In addition to all local building codes, the program requires that the project team meets HUD's Lead-Based Paint and Housing Quality Standards (HQS), Green Building, Resiliency, Elevation, and HUD

Accessibility/GLO-CDR Visitability Standards. GrantWorks provides complete grant management services, including program design, outreach, intake, case management, eligibility determinations, environmental review, quality control, construction management, damage assessments, cost estimating, construction inspections, compliance, data management, and project close-out. Other services include setting up offices in locations for applicants, community outreach, and coordinating with COG staff.

PERFORMANCE QUALITY

Cost Control: GrantWorks provides strong construction oversight of the contractors participating in this program. We ensure builder costs are reasonable and within the prescribed budget for each home.

Timeliness of Service(s) Delivery: GrantWorks was the first vendor to break ground and complete homes in our two regions. We have continued our timely delivery of services by exceeding contractual expectations and completing more homes than GLO's other service providers.

Quality of the Service(s) Provided: The City of Rockport recognized Donna Johnson and GrantWorks for the exemplary work provided to the homeowners under the GLO HAP Program (see attached). GrantWorks has also received numerous thank you notes from homeowners.

"I want to extend our sincere appreciation and gratitude to GrantWorks, the GLO, and all who were involved in the construction of our beautiful new home that we never expected to receive. Words cannot express how ecstatic and grateful we feel." Homeowner, Rockport, Texas – August 14, 2019

"I just wanted to let you know how much I love my new home. I feel so much better since I have moved in. The kids love their rooms. It's just so clean and perfect. Thank you." Homeowner, Rockport, Texas

Business Relationships: Participating communities, homeowners, and the state have consistently recognized GrantWorks for the efficiency, compassion, quality, and speed with which we have delivered the services. GrantWorks completed the first home program-wide and, to date, has surpassed all other vendors in the delivery of constructed homes across 48 counties. GrantWorks has continued our excellent working relationships with the GLO, county governments, municipal officials and staff, and homeowners.

STAFF

Tres Davis, Program Manager

Donna Johnson Deputy Program Manager

Shana DeWitt, HAP Director

Amy Basham, Team Lead Environmental, QA/QC, and Draws

Steffany Callier, Team Lead DOB, QA/QC, and Draws

Eva Garza, Team Lead Applicant Coordinators, and SharePoint

Matt Cordo, Team Lead Closeout



**CLIENT**

Texas General Land Office

CONTRACT NUMBER

GLO Work Order: 21-064-001-C847

GRANT PROGRAM

Texas General Land Office,
Community Development Block
Grant Disaster Recovery Program
(CDBG-DR)

GRANT AMOUNT

\$8.5 million

CONTRACT START DATE

February 8, 2021

CONTRACT END DATE

November 30, 2023

RELEVANCE/HIGHLIGHTS

- ☒ Grant Administration
- ☒ Project Management
- ☒ Construction Management

2018 AND 2019 FLOODS, AND TROPICAL STORM IMELDA CDBG-DR HOUSING ASSISTANCE PROGRAM AND HOUSING REIMBURSEMENT PROGRAM, CAMERON, JIM WELLS, HIDALGO, AND WILLACY COUNTIES, TEXAS

BACKGROUND

The Texas General Land Office's (GLO) Community Development and Revitalization (CDR) division selected GrantWorks to provide program implementation services for the Community Development Block Grant Disaster Recovery (CDBG-DR) Homeowner Assistance Programs (HAP) and Homeowner Reimbursement Programs (HRP) in response to severe storms and flooding events in South Texas counties in 2018 and 2019 and Tropical Storm Imelda.

Following these disasters, the U.S. Congress appropriated funds under Public Laws 115-254 and 116-20 to HUD to allocate to affected states under CDBG related to disaster relief, long-term recovery, restoration of infrastructure and housing, and economic revitalization in the impacted areas. HUD allocated \$72.9 million for the flooding in the Lower Rio Grande Valley in 2018 and \$212.7 million for the Lower Rio Grande Valley flooding events and Tropical Storm Imelda in 2019.

The GLO is directly administering HAP and HRP to assist in the rehabilitation and/or reconstruction of owner-occupied single-family homes damaged by the specified flooding and weather-related events, in collaboration with applicable Councils of Governments (COGs). GLO has established regions within the disaster-affected areas based on proximity.

WORK PERFORMED

GrantWorks provides administrative and implementation services for the CDBG-DR HAP and HRP programs in Cameron, Jim Wells, Hidalgo, and Willacy Counties. The GLO divided these services into the following six phases:

- ▶ Phase 1 – Program Initiation
- ▶ Phase 2 – Program Design
- ▶ Phase 3 – Program Outreach
- ▶ Phase 4 – Applicant Portfolio Setup
- ▶ Phase 5 – Construction Management and Project Monitoring (HAP Only)
- ▶ Phase 6 – Closeout

STAFF

Tres Davis, Senior Program Manager
Donna Johnson, Program Manager
Shana Dewitt, Deputy Program Manager
Amy Basham, Senior Project Manager
Steffany Caller, Senior Project Manager
Eva Garza, Team Lead
Jennifer Saucedo, Team Lead
Jennifer Steed, Team Lead
Carrie Neill, Team Lead
Samuel Lilley, Team Lead
Matthew Cordo, Team Lead



97 UNITS

CONSTRUCTED/ REHABILITATED

CLIENT

Texas General Land Office

CONTRACT NUMBER

12-258-004

GRANT PROGRAM

Texas General Land Office,
CDBG-DR Program

GRANT AMOUNT

\$26 million

CONTRACT START DATE

July 2013

CONTRACT END DATE

December 2019

RELEVANCE/HIGHLIGHTS

- ☒ Grant Administration
- ☒ Project Management
- ☒ Construction Management

REFERENCE

Beau Yarbrough
Chief Financial Officer
DSW Homes
502 20th Street
Galveston, Texas 77550
Telephone: (409) 682-2501
Email:
beau.yarbrough@dswhomes.com

GALVESTON RENTAL HOUSING REPLACEMENT PROGRAM, GALVESTON ISLAND, TEXAS

BACKGROUND

In partnership with the Galveston Housing Authority (GHA), the Texas General Land Office (GLO) used \$26 million in CDBG-DR funds to implement a single-family rental housing replacement program. The program's goal was to repair and replace 97 affordable rental single-family units destroyed by Hurricane Ike. Project beneficiaries are Low-to-Moderate Income residents who receive Project-Based Section 8 voucher assistance.

WORK PERFORMED

As the Grant Administrator for this program, GrantWorks provided technical assistance and grant support services to the GLO, GHA, and the three private developers responsible for constructing and managing the units. Services included:

- ▶ Scheduling and facilitating public hearings
- ▶ Preparing site-specific environmental assessments
- ▶ Preparing and submitting HUD-required Affirmatively Furthering Fair Housing (AFFH) and site and neighborhood standards documentation
- ▶ Assisting developers to meet the Uniform Relocation Act (URA) property acquisition and relocation requirements
- ▶ Preparing requests for reimbursement
- ▶ submitting quarterly and annual reports
- ▶ Providing hands-on technical assistance for developer project closeout

The breadth of knowledge that the GrantWorks Team provided was pivotal to the program's success. The team worked closely with the GLO to develop programmatic standard operating procedures (SOPs). We helped to identify and confirm which CDBG-DR

requirements would apply to the program and which would not. The team also worked closely with the GHA to outline how we would match developer units with GHA Project-Based Voucher recipients.

GrantWorks' construction expertise was especially valuable in providing hands-on technical assistance to one of the developers who had never implemented a CDBG-DR program before. By helping the developer navigate each step of the process successfully, GrantWorks ensured that their construction and documentation met all pertinent GHA, GLO, and HUD requirements.

PERFORMANCE QUALITY

Cost Control: GrantWorks staff worked closely with the GLO to obtain HUD confirmation that Davis-Bacon Labor Standards requirements would not apply to the program. This kept program construction administration costs within budget, allowing the developers to construct and rehabilitate all 97 of the proposed units.

The AFFH and site and neighborhood standards analysis GrantWorks conducted also allowed developers to construct several units in an area they owned where infrastructure was already in place. The study demonstrated that this area met HUD's site and neighborhood standards, thereby allowing development to move forward quickly and in a cost-efficient manner.

Timeliness of Service(s) Delivery: GrantWorks staff helped ensure that the developers submitted CDBG-DR required reports within the required deadlines and strove to review draws quickly to ensure that we disbursed funds in a timely manner.

Quality of the Service(s) Provided: In partnership with the GLO, GHA, and developers, GrantWorks helped develop and implement a quality scattered sites program in Galveston. Local stakeholders initially viewed the program with skepticism. Still, by working closely with the developers, we ensured that the units produced met or exceeded the quality of the existing housing stock and met all HUD Housing Quality Standards and FEMA standards. GrantWorks and the GRHRP Team proved that we could successfully build quality affordable housing on scattered sites throughout the island.

GrantWorks provided hands-on technical assistance to the GLO, GHA, and the third-party developers, drawing from staff expertise in construction, grant administration, environmental services, Affirmatively Furthering Fair Housing, planning, and more.

Business Relationships: GrantWorks' team-oriented, hands-on approach was vital in establishing a collaborative working relationship with the GLO, the GHA, and the three private developers. GrantWorks' great relationship with two of the three developers continues through the GLO-managed HAP program, where GrantWorks provides vendor programmatic services, and the developers are GLO-approved builders.

STAFF

Martha Arosemena, PMP, AICP, Grant Administrator
Tres Davis, Subject Matter Expertise and Oversight
Eric Hartzell, AICP, Subject Matter Expertise, and Oversight
Kelle Odom, Local Client Services

2.5 References from Current/Past Clients

We take pride in our performance, helping to implement projects on time, within budget, and within state and federal requirements. The best way to evaluate our work performance is to speak to our clients. We have provided references for projects from past/present clients in **Figure 4**.

Figure 4: GrantWorks References from Past/Present Clients

	BRAZORIA COUNTY Matt Sebesta, Jr. County Judge Brazoria County 111 E Locust Angleton, Texas 77515 Telephone: (979) 849-1200 nancyf@brazoria-county.com Program: FEMA Elevations		MATAGORDA COUNTY Nathan McDonald County Judge Matagorda County 1700 7th Street Bay City, Texas 77414 Telephone: (979) 244-7605 cojudge@co.matagorda.tx.us Program: FEMA Bank Stabilization and Generators
	CITY OF BAY CITY Barry Calhoun Public Works Director City of Bay City 1901 Fifth Street Bay City, Texas 77414 Telephone: (979) 245-7236 bcalhoun@cityofbaycity.org Programs: FEMA HMGP		MARTIN COUNTY Bryan Cox County Judge Martin County 301 N. St. Peter Stanton, Texas 78782 Telephone: (432) 756-2231 bcox@co.martin.tx.us
	UPTON COUNTY Dusty Kilgore County Judge Upton County 205 East 10th Rankin, Texas 79778 Telephone: (432) 693-2243 dkilgore@co.upton.tx.us		WARD COUNTY Greg Holly County Judge Ward County 400 S. Allen, Suite 100 Monahans, Texas 79756-4600 Telephone: (432) 943-3200 greg.holly@co.ward.tx.us

SECTION 3 – WORK PERFORMANCE

GrantWorks' local presence means that we can act quickly and complete all activities in a timely, efficient manner. Our Texas roots enable us to support local governments and relevant state agencies and effectively and efficiently implement programs within the federal and Texas statutory framework. Our team's experience with nearby communities gives us familiarity with the people and procedures we will follow. Our knowledgeable staff works closely with all stakeholders to ensure that we satisfactorily complete each project as required.

Our team is here to help you succeed. Whether you are building a new treatment plant, adding broadband, or working to identify your revenue loss post COVID-19, we are here to help your project be a success.

3.1 Submits Requests to Clients in a Timely Manner

GrantWorks' effective communication and management strategies help us promptly submit requests to the City. We employ tracking systems, weekly and biweekly portfolio reviews, and email management systems. We also allocate an adequate number of staff and the resources necessary to implement each project successfully. As proactive grant managers, communicating with clients and funding agencies distinguishes GrantWorks in the marketplace. Being a proactive grant manager means that we like to think, plan, and act ahead in anticipation of meeting the City's needs and funding agencies' requirements.

Not only do these tools and strategies help us respond quickly to requests, but they also help staff identify potential project risks and anticipate future project needs. GrantWorks assigns project manager workloads in a way that allows capacity for meeting both project implementation and client needs. Our project managers maintain project calendars containing information on key dates for submittals of project documentation and milestone targets. We plan these dates to ensure that all steps needed to complete tasks or respond to requests are included and completed in a timely fashion.

GrantWorks' project managers work closely with our clients and funding agencies. Every project manager participates in no less than two monthly project portfolio management reviews, during which every aspect of performance is discussed, including anticipated requests from clients and funding agencies. We have developed project checklists to plan and send requests for information well before any potential critical deadline. Additionally, every project manager receives ongoing training and weekly updates on agency requirements and submission deadlines, thereby anticipating future requests. These measures mean that no box is left unchecked and that no request is unanswered.

3.2 Responds to Client Requests in a Timely Manner

GrantWorks will respond to the City and funding agency requests promptly. We feel that it is essential to respond to the City and funding agency requests in a timely manner. We understand that to keep you satisfied, both the City and the funding agency expect us to address and handle your concerns professionally, effectively, and swiftly.

With decades of experience, our team has a solid working knowledge of program-specific requirements. We have used that experience to develop successful management strategies to respond to client requests quickly and accurately. Our broad knowledge base helps us effectively and efficiently support our clients, successfully implement all projects, and meet all federal and state requirements. Effective stakeholder communication and coordination allow us to respond quickly to requests without sacrificing quality.

Project managers are assigned workloads that provide them with the necessary capacity to focus on project implementation and client needs. The GrantWorks management team oversees staff workloads and ensures that the project team implements effective time management and communication strategies.

As part of GrantWorks project management training, we teach our employees about performing our services by providing excellent customer services. Our employees also learn how GrantWorks responds to customers in terms of time management, prioritizing customer issues, and, in rare circumstances, dealing with upset customers. Our project management training helps employees better understand why responding to requests is essential from a client's perspective.

3.3 Past Client Projects Completed on Schedule

Using our extensive experience, we can accurately predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion. At the start of each project, our project managers meet with clients, engineers, and stakeholders to discuss potential alternative project activities. We also confirm and obtain all necessary permits, easements, and rights-of-way quickly and avoid delays caused by unforeseen amendments or acquisitions. We work with stakeholders at each step of the project to meet the scheduled milestones and that our procedures meet all federal and state requirements. By working closely with local governments, engineers, and other parties, we ensure that projects conform to project performance statements and schedules.

During engineering design and construction, we often identify changes. By communicating regularly with engineers and clients, GrantWorks project managers implement program-eligible and environmentally cleared programs. Staff also work with clients to prepare and submit proposed contract amendments on time. GrantWorks benefits from a large team of specialized staff to quickly complete any necessary environmental reviews, beneficiary surveys, and amendment requests. When we find that a project revision is needed, we work closely with the state, engineers, and clients to evaluate options and amend contracts to comply with programmatic requirements and meet milestones in the grant agreement.

Using our extensive experience, we can accurately predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion.

- ▶ At the start of each project, our project managers meet with clients, engineers, and stakeholders to discuss potential alternative project activities.
- ▶ We also confirm and obtain all necessary permits, easements, and rights-of-way quickly and avoid delays caused by unforeseen amendments or acquisitions.
- ▶ We work with stakeholders at each step of the project to meet the scheduled milestones and that procedures meet all federal and state requirements.
- ▶ By working closely with local governments, engineers, and other parties, we ensure that projects conform to project performance statements and schedules.

3.4 Work Products is Consistently of High Quality with Low Levels of Errors

GrantWorks has broken down its systematic approach to maintaining technical accuracy and quality on projects into three critical steps:

- ▶ Thoroughly assess and understand the City's requirements and needs
- ▶ Plan and perform work in a manner that meets those needs

- ▶ Use periodic assessment and continual improvement techniques to enhance the effectiveness and efficiency of our systems and processes

Our approach focuses on mapping out operational processes for projects and ensuring we perform quality checks continually to maintain project files as audit-ready.

- ▶ GrantWorks' standard operating procedures (SOPs) provide the framework for this consistent approach throughout the firm while allowing the flexibility necessary to address the City's specific needs and requirements.
- ▶ Our system aims primarily at achieving customer satisfaction by preventing nonconformity at all stages. It emphasizes continual process improvement and requires the identification and deployment of quality objectives throughout the organization.

We take a proactive approach to ensuring quality management and performance on each project, starting at initiating a request for a scope of services. As part of our quality management program, GrantWorks' technical knowledge and industry experience allow us to detail the deliverables in the work scope and incorporate the appropriate level of monitoring and control to document compliance. We have used and enhanced this proven quality management program based on our performance on thousands of city and county projects in the last four decades.

GrantWorks will assist the City by drafting an initial Quality Management Plan (QMP).

- ▶ This tool helps establish adequate measures and controls over projects and financial performance and serves as a monitoring guide.
- ▶ The QMP will provide protocols for managing corrective actions and relevant process improvements to ensure performance and compliance deficiencies are corrected and not repeated.
- ▶ We will continually track and monitor project trends, issues, and corrective actions—ensuring items are updated across related documentation and training programs to provide compliance and maximum efficiencies with updated and clarified project requirements.
- ▶ Following our QMP means that our work products are consistent with a low level of errors.

GrantWorks offers detailed and ongoing internal training to its staff. Employees are educated on the latest state and federal regulations via weekly meetings and through department and company-wide emails. Senior management puts extra time and effort into contextualizing regulatory changes and program requirements so that all staff understands the implications of any programmatic change and can apply that knowledge effectively. Our project team develops and implements project-specific internal and external checklists, and employees meet with management regularly. Our staff also benefit from informal peer-to-peer learning and coaching opportunities.

GrantWorks staff also track and monitor sub-recipient performance for each project and grant program, including tracking deliverables compliance testing. Additionally, we periodically evaluate client compliance with applicable state and federal rules, regulations, policies, and statutes. This information helps project managers anticipate and address any past problems before becoming an issue for future projects.

3.5 Past Client Projects have Low Level of Monitoring Findings/Concerns

The GrantWorks Team has followed thousands of grants from obligation through closeout and developed a keen understanding of what constitutes entirely supported grant records. Our seasoned veterans will assist the City with fiscal monitoring by following established policies, procedures, and system controls to

ensure documentation complies with relevant local, state, and federal regulatory terms. We have done this for past client projects resulting in low levels of monitoring findings or concerns.

Our broad knowledge of federal and state program requirements ensures that the technical assistance we provide is well-researched and accurate, resulting in few monitoring findings and concerns. GrantWorks' overall approach identifies and addresses problems long before the state funding agency audits the project.

When a project is monitored, we provide high-touch assistance directly to our clients regarding potential findings. We have helped recipients avoid and resolve findings by assisting them in drafting and implementing best practices. We also help our clients draft monitoring-related correspondence, helping them resolve findings quickly and efficiently.

GrantWorks staff establish, implement, and retain quality control measures to meet client and state deliverables and timelines, thereby reducing the likelihood of findings during the grant monitoring process. Weekly departmental and one-on-one meetings keep GrantWorks staff updated on the latest state and federal regulations and provide a forum for identifying and discussing programmatic challenges and solutions. We co-locate project managers and junior staff to access and learn from their more senior colleagues quickly. We also continuously evaluate our processes for quality assurance with frequent checkpoints throughout a grant's life cycle, thereby ensuring a high level of compliance with the project requirements.

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

3.6 Manages Projects within Budgetary Constraints

During the application and project planning phase, GrantWorks staff work closely with the project engineer to ensure that the project budget closely reflects anticipated project costs. Then during project implementation, project managers coordinate with local stakeholders and engineers to develop a bid schedule that allows for the flexibility needed to make a construction contract award that falls within budget. We do this by identifying additive and deductive alternates and by updating cost estimates. This process helps ensure that each client can use every dollar of the construction budget without exceeding the available budget.

GrantWorks staff work with stakeholders to verify that all project elements are program eligible and within budget. Our staff uses company-developed systems and processes to track project costs against budgetary constraints. Our project managers work directly with local officials and engineers to prepare project-specific budgets, track project implementation, and draw requests against those budgets. We create and maintain a grant ledger for each project and review the client's local financial policies and procedures. Our recordkeeping methods consistently receive high marks from state and federal monitors.

As shown in **Figure 5**, projects often run into three interrelated constraints:

- Budget

- ▶ Scope
- ▶ Schedule

GrantWorks' project managers proactively address areas where a project could face challenges at any point in the process and present them to clients and the project team. By setting realistic project goals and sharpening each project's scope, our project managers can prevent or successfully manage significant constraints later during implementation. Our project managers do this by:

Using a Proven Project Management System:

We train our project managers to use GrantWorks' project management system to schedule regular checkpoints. We understand that the best way to fix a problem is to identify it quickly.

Revisiting the Project Planning Phase:

GrantWorks' project managers identify aspects of the project that could be re-assigned to staff members rather than contracting them out to subcontractors or vendors. We communicate budget constraints to our subcontractors and vendors to find out if they are flexible. We often find that GrantWorks has positive and long-standing relationships with our vendors, and we can work with them to overcome any challenge.

Reevaluating the Workflow: Our project managers understand that resolving inefficiencies in our basic grant management workflow structure can help alleviate time and cost. We ensure communication lines remain open, that a system of checks and balances is in place, and that our project managers track progress for future reference to optimize the workflow quickly.

Analyzing Root Causes: When our project managers identify a problem contributing to budgetary constraints, they meet with staff and identify the root cause that led to the problem and implement corrective actions.

Being Creative: Our project managers and project teams think outside of the box to overcome challenges that individual projects may experience. Thinking outside the box is especially important on projects where we already know we have budgetary constraints. If the project team cannot find a solution to a budget constraint, we will make it right by explaining the situation and developing a mutually beneficial solution.

Documenting Lesson Learned: Once GrantWorks completes the project, we set aside time for our project managers and project teams to reflect on what went well and where there is room for improvement. We debrief and evaluate problem areas of the project, discuss how we can avoid such problems on future projects, and how we could better handle the situation moving forward.



Figure 5: Project Management Constraints.

The quality of a project is constrained by the project's budget, schedule, and scope. Our Project Managers know how to adjust the schedule and scope when faced with budget constraints to keep quality high.

SECTION 4 – CAPACITY TO PERFORM

As the largest Texas-based firm principally dedicated to federal and state project management for local governments, GrantWorks has the staff and capacity to quickly mobilize to complete multiple simultaneous large- and small-scale projects and scopes of work.

KEY STRENGTHS AND BENEFITS TO THE CITY OF WIMBERLEY	
Federal program management experience	✓
Experience implementing multiple grant programs in Texas	✓
Water, sewer, drainage, and street program experience	✓
Knowledge of USDT, TDEM, FEMA, and GLO systems and processes	✓
Familiar with local codes and ordinances (zoning, mobile home, flood plain, building code)	✓
A Texas-based team that understands federal and Texas statutes and regulations (ARP Act, 2 CFR 200, Local Gov't Code)	✓

Our capacity extends to both the number and the quality of staff we bring to the table. Our team has administered state and federal programs for more than 40 years. The many state and federal programs we have worked with include USDT, CDBG, CDBG-DR, CDBG-MIT, Transportation Infrastructure Fund (TxDOT County Roads), Texas Historical Commission (THC), Economic Development Administration, FEMA Public Assistance (PA), and FEMA Hazard Mitigation (HMGP). The breadth of our experience gives us a solid working knowledge of program-specific requirements and cross-cutting federal regulations, including 2 CFR 200, ARP Act, Stafford Act, and Supplemental Appropriations Bills.

4.1 Qualifications/Experience of Staff

Our highly skilled staff can quickly and effectively begin to implement the services described in this RFP. With our strong connections in Texas communities, we are confident that we have the capacity needed to execute these services quickly. GrantWorks believes in hiring and retaining skilled and experienced employees. Many of our employees hold a master's degree in city planning, engineering, construction management, public administration, or related fields relevant to the implementation of federal grant projects. More than a dozen joined us after successful careers in state and local government or related work. We encourage mobility among our staff and routinely promote from within when warranted by training and experience. GrantWorks' broad-based quality and capacity enhance our performance and spread effective decision-making across our organization.

ARP Program Staffing

For the ARP Program, we have provided an organization chart for the GrantWorks Team in **Figure 6** below.

Upon contract award, our Subject Matter Experts Jo Carroll, Ken Pevovar, PMP, and Sherie Goin-Marks will work with ARP Director Fred Morris to assign a project team to work with the City on the ARP Program. GrantWorks has provided a summary of the qualifications and experience of our leadership and program management, and project delivery staff below.

Our ARP team leadership will identify the specific staffing needs of each project. As determined by the project's needs, we will designate fully trained support staff to assist the assigned Project Manager with expert/specialty services such as procurement, construction management, planning, environmental, labor standards, and GIS/mapping support. GrantWorks has a deep bench of staffing resources to support each project's needs. The organizational chart below and the short bios that follow describe only a few of the staff that can provide supportive services to ensure that all projects are compliant with USDT requirements.

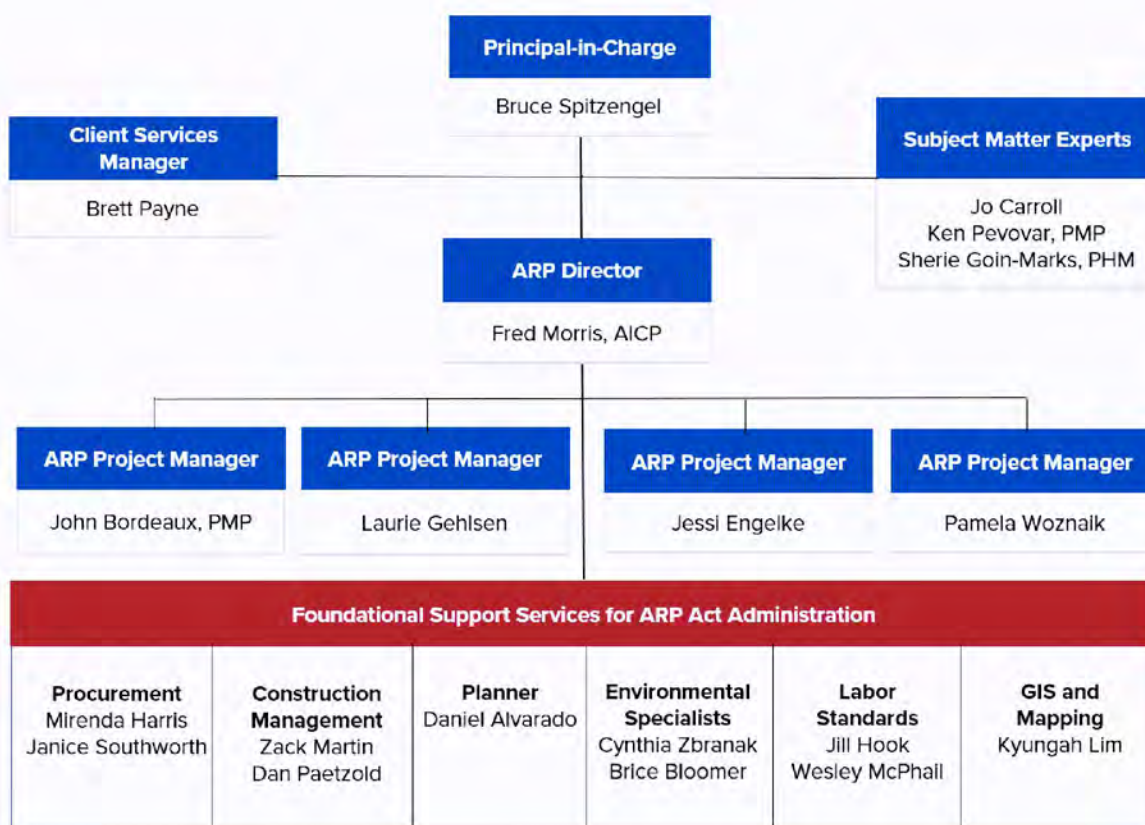


Figure 6: The GrantWorks Team's Detailed Organization Chart for the ARP Act Program.

Leadership and Program Management



Bruce Spitzengel, President

Project Role: Principal in Charge

Bruce has worked with grants since 1975, first as the planning director for Texas City, then as CDBG Manager for Pasadena, Texas. In 1979 he founded a Houston, Texas-based firm that eventually became GrantWorks. The firm has since grown to include 300+ employees in 9 primary and 45 field office locations, with headquarters in Austin, Texas. GrantWorks is one of the most successful local government grant service providers in Texas. Bruce has expertise in CDBG, HOME, FEMA, transportation, planning, infrastructure development, affordable and fair housing, and application preparation.



Jo Carroll, Senior Vice President, Program Operations

Project Role: ARP Subject Matter Expert

Jo Carroll has 38 years of leadership experience designing, managing, and implementing various HUD-funded community development and housing programs, including CDBG, CDBG-DR, HOME, HOPE, Tax Credits, and Housing Trust Fund. Her experience includes implementing more than \$1.6B in major CDBG-DR programs, assisting more than 10,000 homeowners. Jo uses her extensive knowledge to help with policy development and program design, and process implementation.



Ken Pevovar, PMP, Senior Vice President, Program Management

Project Role: ARP Subject Matter Expert

Ken Pevovar, PMP, has 16 years of experience managing and implementing FEMA, HUD CDBG-DR, and public infrastructure projects in every stage of the lifecycle from initiation to closeout. He has extensive training and experience in construction and project management. He is certified at the master level for Xactimate 28 estimating software system and is a PMI Certified Project Manager. Ken brings real-world program implementation and residential construction experience to this engagement. He has overseen the rehabilitation and reconstruction of 4,000+ single-family/multifamily housing units damaged by natural disasters.



Sherie Goin Marks, PHM, Associate Vice President, State Programs

Project Role: ARP Subject Matter Expert

A former Community Development Manager, Sherie is considered a subject matter expert and has performed oversight in all aspects of grant, financial, and construction management for various federal, state, and local programs, specifically in Texas, over the last 37 years. She managed 1,000+ programs and projects in seven different reporting systems, oversaw rehabilitation/construction of 2000+ housing units, completed 75 infrastructure projects, and closed out over 50 grants. Her experience covers every eligible ARP activity from start-up to closeout.



Fred Morris, AICP, ARP Director

Project Role: ARP Director

Fred Morris has been a Director of Development Services for local Texas governments since 2002. He has managed permitting and inspections, contract and construction management, zoning/subdivision, and site plan review. He has also provided code interpretations and negotiated project elements to improve development quality. Fred has directed, managed, and supervised 40 team members in water distribution, wastewater collections, treatment plant operations, park

maintenance, streets, and drainage. He has also served as emergency preparedness manager for all essential public utility and transportation services.

John Bordeaux, PMP, Project Manager

Project Role: ARP Project Manager



John Bordeaux, PMP, has 20 years of enterprise-level experience driving data to value in program and project management. He has experience in both Waterfall and Agile frameworks in healthcare, telecommunications as a Government Relations Manager, and education. John is a Project Management Institute certified Project Manager, a Certified Center Director with Applied Scholastics International, a member of the Austin chapter of the Project Management Institute, and a member of the Urban League, Austin chapter.

Laurie Gehlsen, Project Manager

Project Role: ARP Project Manager



Laurie Gehlsen is a Project Manager at GrantWorks. Laurie joined GrantWorks in 2021 as a Project Manager facilitating the funding associated with the American Rescue Plan Act (ARP). She coordinates and expedites the projects, working directly with local government contacts, U.S. Treasury staff, engineers, and other professional service providers. Project types will primarily be related to water, sewer, or broadband improvements but will cover all aspects of the ARP Act. She has worked in State drinking water programs for 20 + years. Laurie graduated with a BS in Environmental Science and an MPA in Environmental Policy, Management, and Law from the University of Colorado.

Jessi Engelke, Project Manager

Project Role: ARP Project Manager



Jessi Engelke is an American Rescue Plan Project Manager with GrantWorks. Before GrantWorks, Jessi served over 10 years in the non-profit sector. Jessi brings 8+ year's federal grant administration experience (Serve America Act & Domestic Volunteer Service Act) and management and program evaluation experience to the team. She holds a BA in Psychology and German from the University of New Mexico.

Pamela Wozniak, Project Manager

Project Role: ARP Project Manager

Pamela Wozniak is an American Rescue Plan Project Manager with GrantWorks. Before GrantWorks, Pam worked for the Texas Department of Agriculture for over 9 years. She has experience in environmental review, having overseen, reviewed, and approved categorical exclusions, environmental assessments, and other HUD 24 CFR 58/NEPA Required Documents. Pamela holds a BA degree in Business Administration from the College of West Virginia.

Brett Payne, Client Services Manager

Project Role: Client Services Manager

Keith Payne is a Client Services Manager at GrantWorks. He is responsible for establishing and maintaining relationships with clients. He is also involved in developing new market opportunities for GrantWorks. Keith assists communities in developing eligible projects, attending meetings with local elected officials, completing employee interviews, and completing site visits. He reviews state regulations and action plans, new legislation, application guides, manuals, and federal registers as needed to keep abreast of grant funding opportunities and program changes.

ARP Project Delivery Support Team

Procurement



Mirenda Harris, Associate Vice President, Application Services

Project Role: Procurement Specialist and Team Lead

Mirenda Harris manages GrantWorks' Application Services and Procurement Teams and has been instrumental in developing client application and procurement processes and procedures. As the Procurement Team Lead, Mirenda navigates complex procurement requirements, develops checklists to guide the procurement process, prepares template policy documents, and communicates daily with elected officials, key staff, and engineers to provide guidance on the procurement process.



Janice Southworth, Contracts Coordinator Team Lead

Project Role: Procurement Specialist Team Lead

With 12 years of grant management experience, Janice Southworth is responsible for providing procurement and contract support services. Janice assists clients in complying with state and federal requirements for a variety of grant funding programs. She collects documents to comply with recordkeeping requirements. She also maintains internal tracking spreadsheets with regular updates about each client's progress.

Construction Managers



Zach Martin, CPM, CFM, CCM, Director of State Housing Programs

Project Role: Construction Manager

Zach Martin is a Senior Construction Manager with more than 15 years of CDBG-DR experience working in numerous disaster recovery housing programs. Zach has been responsible for developing and implementing critical processes across multiple Gulf Coast region projects simultaneously. He develops and implements processes in concert with program and project management staff for applicant intake and eligibility, data management, damage assessment, environmental review, and construction to deliver a complete, turnkey programmatic solution for disaster housing recovery. Zach has provided strong leadership and team development to ensure effective communication and timely resolution of production hurdles, allowing projects to have transparent visibility.



Dan Paetzold, Senior Program Manager

Project Role: Construction Manager

Dan Paetzold is a dynamic project manager who has effectively managed many construction projects throughout his 20-year career. As demonstrated by his proven track record, Dan has the strategic mindset and business acumen to efficiently oversee high volume and complex projects. His experience spans several categories, including residential, retail, commercial, and governmental construction. He is an effective communicator who believes that clear messaging and a consistent workflow are the keys to navigating expansive programs. Dan holds an MBA and BS in marketing and business administration from Rowan University. He has completed multiple project management training courses and has earned the LEED GA credential.

GIS/Mapping Analysts



Kyungah Lim, GIS Analyst

Project Role: GIS/Mapping Analyst and Team Lead

Kyungah is the GIS/Mapping Team Lead at GrantWorks. She has seven years of experience in GIS and mapping. Kyungah creates databases and mapping products for housing, infrastructure, population, and land use planning. She also assists with needs assessments and data analysis. Kyungah earned a BA in Economics from the University of Texas at Austin and a GIS Level II Certification from Austin Community College.

Planner



Daniel Alvarado, AICP, Associate Planner

Project Role: Planner

Daniel Alvarado is an Associate Planner at GrantWorks, where he provides comprehensive planning services to rural communities and counties in Texas. He has comprehensive planning, parks and trails planning, regenerative land management, urban ecology, and agriculture, active transportation planning, urban design, public art planning, and interior space planning. Daniel has an MS in Community and Regional Planning from the University of Texas at Austin and a BA in Sculpture and Sustainable Design from Colorado College in Colorado Springs. He is a Certified Planner and a TxCDBG Certified Administrator.

Labor Standards



Jill Hooks, Labor Standards Specialist

Project Role: Labor Standards Specialist and Team Lead

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



Wesley McPhail, Labor Standards Specialist

Project Role: Labor Standards Specialist

Wesley McPhail is a Labor Standards Specialist with 11 years of experience working on Davis-Bacon Labor Standards. Wesley ensures that the project contractors provide payrolls and related paperwork in a timely manner and often guides contractors to submit their payrolls and understand all applicable labor standards requirements. Wesley is a TxCDBG Certified Administrator.

Environmental Specialists



Cynthia Vallejo-Zbranak, Associate Vice President of Environmental Services

Project Role: Senior Environmental Specialist

Cynthia joined GrantWorks in 2019 after retiring from the State of Texas. She has 27+ years of experience with federally funded programs, including environmental compliance for HUD-funded programs and project management with the State of Texas CDBG Program. Cynthia brings an in-depth knowledge of federal regulations for environmental compliance and project implementation of the CDBG program. Cynthia holds a BBA in Business Administration from Texas State University.



Brice Bloomer, Environmental Specialist

Project Role: Environmental Specialist and Team Lead

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

4.2 Present and Project Workloads

GrantWorks understands and can meet all requirements, as identified in the RFP. We are committed to helping localities like the City of Wimberley administer and manage grants for over 40 years. Over the years, we built a reputation as a trusted partner with a long history of working with many Texas communities. The key to our success is the deep and mutually respectful relationship that we build with our clients. We understand each client's internal capacity and the impact that each project will have on their community. We work closely with key stakeholders and understand how each task impacts the project team's ability to complete on schedule.

Through ongoing management and team support, we help our project managers provide the highest service quality by balancing their workloads (**Figure 7**). We achieve this by assigning each project a "weight" based on the project's anticipated scope and complexity. The GrantWorks Management Team assigns project weights using its years of experience and lessons learned to inform the process. We also consider each project managers' tenure and capacity.

GrantWorks holds weekly staff meetings to confirm that all employees are up to date 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 the appropriate level of resources to each project. Our management team ensures that we identify and avoid potential project risks early and give each project the right level of attention in a manager's portfolio.

A weekly team meeting also provides a forum in which project management-related challenges and solutions are discussed and evaluated. All project managers also receive biweekly portfolio reviews to ensure that all aspects of a project are moving forward and meet critical milestones. Our leadership team is actively engaged in every project, GrantWorks undertakes. This team implements staffing and capacity adjustments necessary to ensure successful project completion immediately and without delay.

Figure 7: *GrantWorks Actively Manages Workload During Project Execution by Following a Simple Five-Step Workload Management Process. We continuously review and revise the present and projected workload as projects move forward and change.*

1	Review our team's present workload
2	Identify over-allocated staff
3	Identify under-allocated staff
4	Account for skills and absences
5	Adjust assignments as needed

4.3 Demonstrated Understanding of Scope of the Coronavirus Local Fiscal Recovery Fund

GrantWorks is currently working for clients under the ARP Program and has a complete understanding of the scope of the Coronavirus Local Fiscal Recovery Fund.

4.4 Statement of Substantiating the Resources and Timeline

GrantWorks employs 300+ staff members who work out of 9 primary offices and 45 field locations strategically situated throughout Texas. We have primary offices in Austin (x3), Corpus Christi, Galveston, Palestine, Rockport, Victoria, and Weslaco. Field locations include Abilene, Alpine, Bastrop, Bellville/Sinton, Clute, College Station, Dallas/Quinlan, Diana, Dripping Springs, Elgin, El Paso, Etoile, Fort Worth, Frisco, Georgetown, Hebronville, Hidalgo, Horseshoe Bay, Houston, Humble, Huntsville, Iowa Colony, Kirbyville, La Feria, Leander, Lorena, Lubbock, Marshall, McAllen, Missouri City, Moody, Newton, New Ulm, Odessa, Pharr, Richmond, San Angelo, San Antonio, Spring, Stafford, Texarkana, Temple, Waco, Whitehouse, and Wimberley.

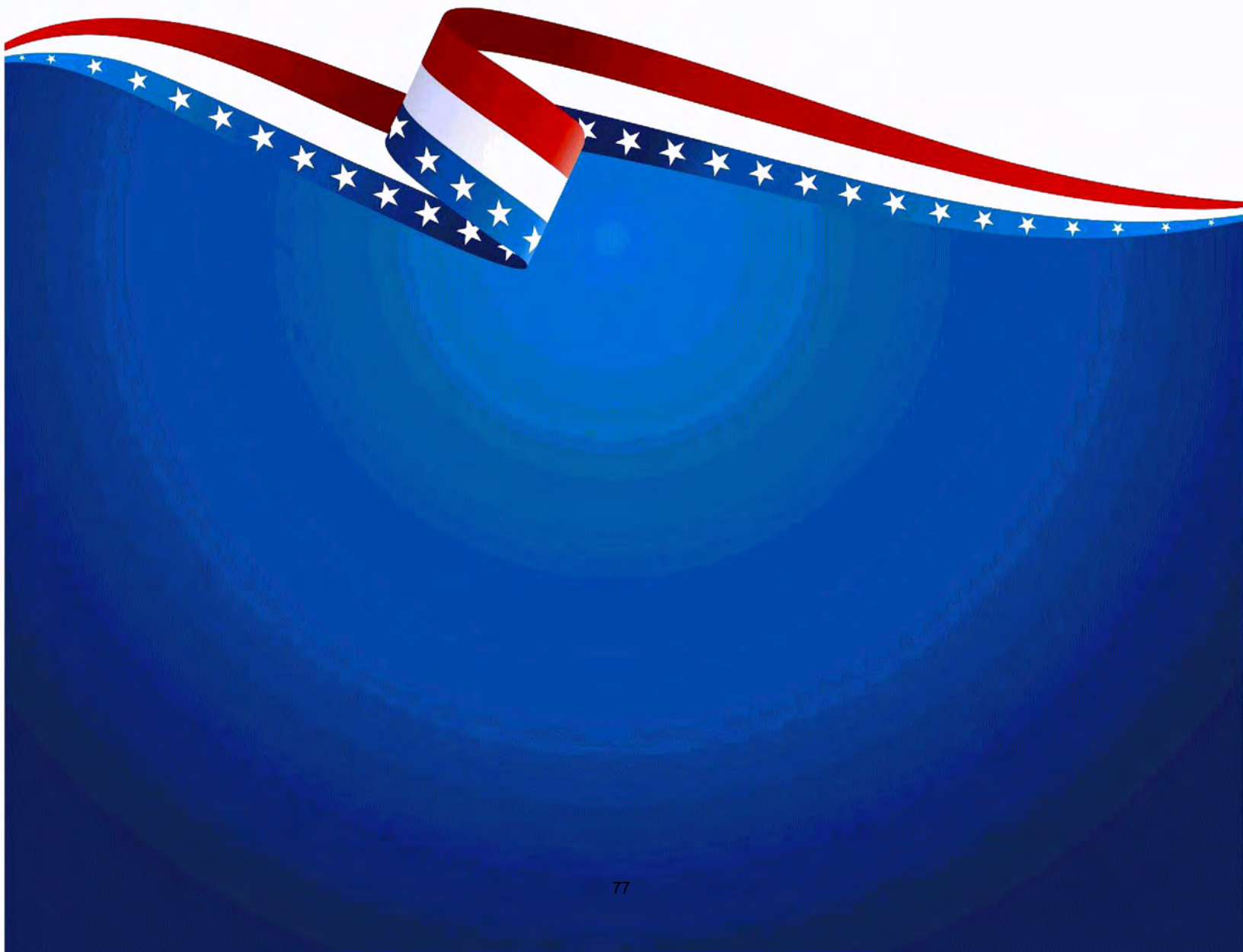
GrantWorks understands and can meet all requirements, as identified in the RFP. We are committed to helping localities like the City of Wimberley apply for and manage programs for over 40 years. Over the years, we have built a reputation as a trusted partner with a long history of working with many Texas communities. The key to our success is the deep and mutually respectful relationship that we build with our clients.

Through ongoing management and team support, we help our project managers provide the highest service quality by balancing their workloads.

- ▶ GrantWorks holds weekly meetings with all project managers to confirm that all employees are up to date on the latest state and federal regulations.
- ▶ Project Managers also regularly meet with management to evaluate project progress. Our management team regularly reviews all projects.

Our team is here to help you succeed. Whether you are building a new treatment plant, adding broadband, or working to identify your revenue loss post COVID-19, we are here to help your project be a success.

PART III: PROPOSED COST OF SERVICES



SECTION 5 – PROPOSED COST OF SERVICES

5.1 Fee Schedule – ARP Act Program

GrantWorks is happy to negotiate our proposed fee and scope of services with the City before final selection, as federal guidelines allow. GrantWorks provides pricing that assumes the City will create no more than two individual programs to use the \$705,000 (approximate) in USDT allocated funds without specific projects identified in the RFP.

The following is a list of eligible activities as stated in the ARP Act:

(1) USE OF FUNDS

- (A) to respond to the public health emergency with respect to the Coronavirus Disease 2019 (COVID–19) or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;
- (B) to respond to workers performing essential work during the COVID–19 public health emergency by providing premium pay to eligible workers of the metropolitan city, non-entitlement unit of local government, or county that are performing such essential work, or by providing grants to eligible employers that have eligible workers who perform essential work;
- (C) for the provision of government services to the extent of the reduction in revenue of such metropolitan city, non-entitlement unit of local government, or county due to the COVID–19 public health emergency relative to revenues collected in the most recent full fiscal year of the metropolitan city, non-entitlement unit of local government, or county prior to the emergency; or
- (D) to make necessary investments in water, sewer, or broadband infrastructure.”

GrantWorks will manage all aspects of the ARP Direct Allocation described in this proposal for a lump sum amount of \$66,905.00, representing less than 9.5% of the anticipated ARP allocation. The above fee includes all project management and ancillary services necessary to complete the above-listed scope for any ARP-eligible activities. Our pricing includes the assumptions that the City will implement no more than two projects.

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

Without knowing what projects the City would like to implement, GrantWorks made some assumptions about our level of effort. To be transparent in developing our price, our labor assumptions and a rate sheet are shown below in **Figure 8**. Hourly rates include travel costs and expenses.

Figure 8: GrantWorks Hourly Rate Schedule

Title	Hourly Rate	Total Projected Hours	Total Cost
Subject Matter Expert	\$155.00	45	\$6,975.00
Senior Environmental Specialist	\$150.00	16	\$2,400.00
Project Manager	\$135.00	157	\$21,195.00
Grants Manager – Financial Management & Administrative Oversight	\$135.00	56	\$7,560.00
Construction Manager	\$125.00	59	\$7,375.00
Planner/Technician	\$125.00	22	\$2,750.00
Environmental Specialist	\$120.00	29	\$3,480.00
Case Manager	\$115.00	20	\$2,300.00
Analyst	\$105.00	40	\$4,200.00
Intake/Eligibility Specialist	\$100.00	23	\$2,300.00
Specialist	\$95.00	26	\$2,470.00
Administrative Support	\$75.00	52	\$3,900.00
Lump Sum Value			\$66,905.00

5.2 Small and Minority-Owned Businesses, Women’s Business Enterprises, Affirmative Action, and Equal Employment Opportunity

Small Business Enterprise

GrantWorks is a small Texas-based corporation with 300+ full-time employees. Based on the US Small Business Administration guidelines, we are considered a Small Business Enterprise.

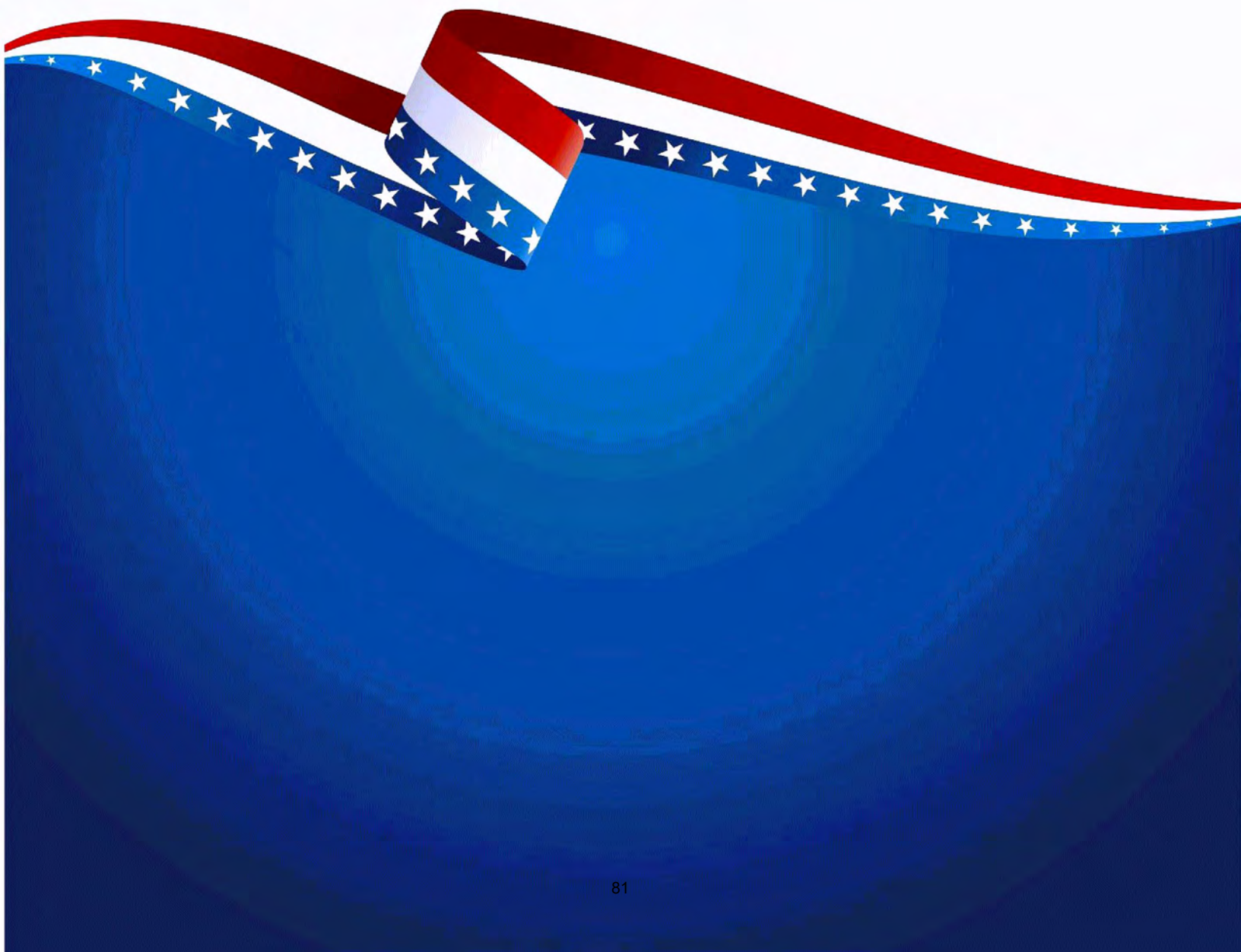
Affirmative Action

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

Equal Employment Opportunity Compliance

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

PART IV: ATTACHMENTS



ATTACHMENT 1 – RESUMES OF KEY PERSONNEL

GrantWorks has provided full resumes for the following key personnel.

ARP Management Team

- ▶ Bruce J. Spitzengel, Principal-in-Charge
- ▶ Jo Carroll, ARP Subject Matter Expert
- ▶ Ken Pevovar, PMP, ARP Subject Matter Expert
- ▶ Sherie Goin-Marks, PHM, ARP Subject Matter Expert
- ▶ Fred Morris, AICP, ARP Director
- ▶ Brett Payne, Client Services Manager
- ▶ John Bordeaux, PMP, ARP Project Manager
- ▶ Laurie Gehlsen, ARP Project Manager
- ▶ Jessi Engelke, ARP Project Manager
- ▶ Pam Wozniak, ARP Project Manager

ARP Project Delivery Support Team

- ▶ Mirenda Harris, Procurement
- ▶ Zach Martin, CPM, CFM, CCM, Construction Management
- ▶ Daniel Alvarado, AICP, Planner
- ▶ Cynthia Vallejo-Zbranak, Senior Environmental Specialist
- ▶ Brice Bloomer, Environmental Specialist
- ▶ Jill Hooks, Labor Standard Specialist
- ▶ Kyungah Lim, GIS and Mapping

BRUCE SPITZENGE

PRESIDENT

PROJECT ROLE: PRINCIPAL-IN-CHARGE

PROFESSIONAL QUALIFICATIONS

Bruce Spitzengel has worked with grants since 1975, first as the planning director for Texas City, then as assistant planning director for Pasadena, Texas. In 1979, he founded a Houston, Texas-based firm that eventually became GrantWorks. The firm has grown to include 300+ employees in 9 primary and 45 field offices, 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 secured and managed over \$5.5 billion in grant funding for 400+ 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



45+ YEARS

GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

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

HIGHLIGHTS

Over 45 years of experience with HUD and CDBG grants

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

JO CARROLL

SENIOR VICE PRESIDENT, PROGRAM OPERATIONS

PROJECT ROLE: ARP SUBJECT MATTER EXPERT



PROFESSIONAL QUALIFICATIONS

Jo Carroll is a nationally acclaimed HUD/CDBG and housing expert with extensive management and administrative experience in local, state, and federal programs that revitalize communities, assist low-income and special needs families, and redevelop housing and public facilities. She is a National “HUD Best Practices” winner for Housing, Public Services, and Minority Business Participation. HUD also recently accepted Jo to serve as an “expert in Disaster Recovery” at the 2018 HUD CDBG-DR Clinic. Jo uses this knowledge and experience in designing and managing disaster recovery programs to re-house thousands of displaced residents. Her experience also includes co-ownership of a home construction business, enabling her to apply first-hand knowledge and experience in the home building and construction industry.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT OF PROGRAM OPERATIONS, GRANTWORKS, INC., AUSTIN, TEXAS, JULY 2020 – PRESENT

As Senior Vice President of Program Operations at GrantWorks, Jo provides critical leadership and managerial expertise in delivering multiple operations and programs. Her expertise centers on the management of HUD CDBG and CDBG-DR programs.

DIRECTOR/SENIOR PROGRAM MANAGER/SENIOR PROJECT MANAGER/ PROJECT MANAGER, APTIM ENVIRONMENTAL & INFRASTRUCTURE, LLC, TRENTON, NEW JERSEY, 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 more than 10,000 homeowners damaged by Super Storm Sandy in nine coastal counties. The team provided 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 assessments and clearances, asbestos assessments, and engineering design services. The project team completed

39 YEARS

GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

HIGHLIGHTS

Accepted by HUD as an Expert in
Disaster Recovery, HUD CDBG-DR
Clinic, September 2018

Program management of CDBG-DR
funded New Jersey Hurricane
Sandy and Texas Hurricane Rita,
Ike, and Harvey Programs

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

CERTIFICATIONS/ REGISTRATIONS

Certified HOME Program Specialist

PROFESSIONAL AFFILIATIONS

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

Past Member of Board of Directors,
NCDA Region VIB

construction following HUD, HQS, NJDCA Construction Standards, the International Residence 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 150+ disaster experts collaborated daily with New Jersey State staff, elected officials, homebuilders, homeowners, and municipal/state inspectors and officials.

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

The City of Houston Hurricane Harvey Recovery Programs uses \$450M FEMA and \$1.2B CDBG-DR funding to assist thousands of 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 the multiple programs, including providing comprehensive case management services and the development and operation of a call center to handle in-bound and out-bound calling for program applicants. As the Program Manager, Jo oversaw the development of program guidelines and workflows, compliance, and advising the City regarding policy and programmatic decisions.

Policy and Process Coordinator, Program Management Services for the Rapid Repairs Program, New York, New York, November 2012 – February 2013

The New York City Rapid Repairs Program (NYCRRP) provided emergency temporary repair services (limited to essential power, heat, and hot water) for residents affected by Superstorm Sandy that allowed them to remain or return to their homes, or "shelter-in-place." Jo designed and developed program policies, including policies for providing case management in compliance with local, state, and federal requirements to define the program workflow and provide a systemic, consistent approach for delivering services. Since the program was the first-of-its-kind to provide shelter-in-place (previous FEMA disaster response programs involved providing group shelters and trailers to house residents off-site temporarily), a major challenge was identifying potential situations and issues pre-plan resolution through developing general operating policies. Because of her experience and knowledge of managing other CDBG-DR programs, Jo quickly provided general guidelines (tailored to NYCRRP needs) to kick-start program implementation.

Program Manager, Bastrop County Fire Recovery, Texas General Land Office, Bastrop County, Texas, June 2012 – May 2013

After experiencing severe drought conditions and a series of wildfires in the summer of 2011, Bastrop County was designated a major disaster area eligible to receive CDBG-DR funds. The funds restored damaged infrastructure and assisted low-income households with the rehab or reconstruction of their homes. As Program Manager, Jo managed the completion of the Tier I Countywide Environmental Review and all Tier 2 site-specific Environmental Assessments. A particular challenge was the presence of an endangered species, the Houston Toad, which required extensive research and collaboration with state/federal monitoring agencies and concerned stakeholders to develop site-specific protocols to complete construction activities without harming the toad or its habitat. Jo and her team completed Environmental Reviews and developed a comprehensive Toad Monitoring Plan, successfully satisfying toad enthusiasts and state/federal monitors.

Program Manager, Hurricane Ike/Dolly Round 1 Funding, Galveston County Housing Assistance Program, ACS/Texas Department of Housing and Community Affairs (TDHCA) and Texas General Land Office (GLO), Galveston County, Texas, December 2010 – July 2012

Ranked #1 out of 18 state sub-recipients of Hurricane Ike funds by the GLO for performance, the

Galveston County Program completed construction on 659 owner- and renter-occupied homes to local, state, and federal requirements, including HUD's Housing Quality Standards, Texas Department of Insurance Windstorm, and International Residential Codes (IRC). Jo developed policy documents for the Landlord Repair Program, which included guidance on temporary relocation services for tenants. She also provided program management for the environmental reviews, construction management and oversight for 19 contractors, and construction inspections associated with this project.

Deputy Project Manager/Intake Manager, Texas Homeowners Assistance Program (THAP)/Sabine Pass Restoration Program, ACS/TDHCA, Texas, April 2009 – December 2010

Jo assisted in the program management and managed the operations for three intake service centers in Beaumont, Port Arthur, and Jasper for the 22-county region affected by Hurricane Rita. Duties included policy development and daily project management for intake, environmental, and construction activities. Under this project, the project team processed more than 5,000 applicants through intake services and reconstructed or rehabilitated more than 2,500 homes. Jo worked with state and local officials regarding program compliance and implementation, evaluating and developing resolutions for various permitting, zoning, and building issues.

CDBG PRIVATE CONSULTANT, MULTIPLE CITIES, COUNTIES, STATES, NONPROFITS, 2000 – APRIL 2009

As an independent consultant, Jo consulted with multiple grantees and organizations to advise managing state/federal programs. Clients include the State of Texas and numerous cities, including Fort Worth, Tyler, Galveston, Allen, Rowlett, Marshall, and Flower Mound. Jo also developed the first two HOME Program Consortia in Texas – Brazos Valley HOME Consortium and Kountze HOME Consortium.

EMPLOYMENT HISTORY

- ▶ Senior Vice President, 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 Private 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

KEN PEVOVAR, PMP

SENIOR VICE PRESIDENT, PROGRAM MANAGEMENT

PROJECT ROLE: ARP SUBJECT MATTER EXPERT



PROFESSIONAL QUALIFICATIONS

Ken Pevovar has 16 years of experience managing public infrastructure, FEMA, and CDBG-DR projects in every stage of the lifecycle from initiation to close-out. Ken has diverse training in construction, education, and management. He received HUD training in CDBG-DR grant management and is certified at the Master level for the industry-leading Xactimate 28 estimating software system. He is a PMI-certified project manager who brings significant infrastructure experience from designing and installing city and county communications/network operations centers and a pipeline and metering station project for a proposed power plant. His expertise in disaster recovery began as a Red Cross Disaster Services volunteer and shelter manager.

RELEVANT EXPERIENCE

SENIOR VICE PRESIDENT OF PROGRAM MANAGEMENT, GRANTWORKS, INC., AUSTIN, TEXAS, JULY 2020 – PRESENT

As Senior Vice President at GrantWorks, Ken provides leadership and managerial expertise in delivering multiple operations and programs.

Consultant, Application Development for the Competitive Mitigation Grant Program for the Texas General Land Office, Bay City, Jones Creek, Mathis, and Richwood, Texas, August 2020 –October 2020

Ken worked with City governments, engineers, and GIS staff to develop local projects, evaluate beneficiary groups, and perform other tasks required to compile applications for \$46 million in competitive grant funding.

DIRECTOR/SENIOR PROGRAM MANAGER/SENIOR PROJECT MANAGER/PROJECT MANAGER/ CONSTRUCTION MANAGER, APTIM ENVIRONMENTAL & INFRASTRUCTURE, LLC, TRENTON, NEW JERSEY, AND HOUSTON, TEXAS, MAY 2015 – JULY 2020

Senior Project Manager, Permanent Housing Construction (PHC) Program, FEMA, Northern Mariana Islands, November 2019 – June 2020

Based in Saipan, Ken managed three task orders on the FEMA Individual Assistance Program, including repair and reconstruction of storm-damaged housing. The repair program replaced doors, windows, storm shutters, kitchens, bathrooms, and, most importantly, roofs,

16 YEARS

PROJECT & CONSTRUCTION MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Biology,
Monmouth University, West Long
Branch, New Jersey, 1997

HIGHLIGHTS

Developed a successful change management System for the State of New Jersey

Disaster recovery conference speaker and panel presenter

Managed FEMA's first permanent repairs program (DALHR)

Executed three FEMA task orders in the Northern Mariana Islands

CERTIFICATIONS/

REGISTRATIONS

Certified Project Management Professional (PMP), Project Management Institute, Certification No. 1935804

Xactimate Master Level 3 Certification, Certificate No. 150321

building them to withstand winds up to 195 mph. The reconstruction effort used USACE plan sets to construct CMU and cast in place concrete dwellings conforming to the USACE specification manual. Ken and his team managed all subcontractors, procurements, construction activity, and reporting to FEMA. This disaster recovery program repaired and reconstructed 180 – 200 homes in response to Super Typhoon Yutu and required a great deal of planning and coordination to overcome logistics, supply chain, and resource constraints.

Program Manager, Supplemental Fund Program, New Jersey Department of Community Affairs (DCA), Trenton, New Jersey, August 2019 – November 2019

The NJDCA developed the Supplemental Fund Program to assist homeowners previously accepted into either of NJ's RREM or LMI programs but had not yet completed the construction of their primary residence. The program's objective was to quantify unmet needs and allocate funds for those activities. Ken managed a team of six, providing review and quality control of baseline site assessments, project funding audits, and reconciliation services supporting the NJDCA. He worked with NJDCA to create and update policy, ensured the program followed best practices and processes aligned with CDBG-DR regulations.

Subject Matter Expert, Repair, Reconstruction, or Relocation (R3) Program, Puerto Rico Department of Housing/ICF International, San Juan, Puerto Rico, April 2019 – June 2020

After authoring the technical proposal for this program with ICF, Ken served as a consultant for preconstruction services on the R3 CDBG-DR housing recovery program. In this as-needed role, he has developed inspection protocols, written policy, guidelines, and SOPs and provided consultation and guidance to field teams operating on the island. In February 2020, his role expanded to providing construction inspection guidance.

Senior Construction Manager, Build it Forward Houston, City of Houston Housing and Community Development Department, Houston, Texas, July 2018 – August 2019

Ken served as the Senior Construction Manager for CDBG-DR housing recovery programs. The Build it Forward programs included the repair, elevation, and reconstruction of single-family dwellings and the landlord (small rental) and new home buyer assistance. He managed procurements, wrote construction-related policies, developed guidelines and SOPs, and provided consultation and guidance to the City of Houston's senior management team.

Program Manager, Master Program Manager for Disaster Recovery Projects, City of Houston Housing and Community Development Department, Houston, Texas, January 2018 – October 2018

Ken served as Program Manager for the FEMA Individual Assistance (IA) Direct Assistance for the Limited Home Repair (DALHR) Program. This program provided permanent home repair to 185 non-substantially damaged homes within the City of Houston. Ken and his team developed program policy, SOPs, and forms in line with guidelines provided by the Texas General Land Office (GLO). He directly supervised staff, including case managers, inspectors, construction managers, estimators, and close-out specialists.

Senior Construction Manager, New Jersey Reconstruction, Rehabilitation, Elevation, Mitigation (RREM) Program, New Jersey Department of Community Affairs, Trenton, New Jersey, March 2015 – January 2018

The New Jersey RREM is a disaster recovery program initiated after Superstorm Sandy to rebuild, repair, or mitigate residential properties. On this project, he served in many different roles. As part of the Program Management Team, Ken conducted site inspections and managed the inspection team. While he managed a team of field assessors and quality control personnel, Ken developed protocols, training

modules, SOPs, and schedules. Ken created data collection tools and organizational processes for construction managers in the field and refined scopes of work for program contractors. He developed and implemented training modules for construction managers and served as a subject matter expert for the Xactimate estimating software package. He also created the scope adjustment process and managed a staff of 16 adjusters. Ken developed cost estimation tools for the program's home elevation program. These tools became standard tools that local contractors still use.

Senior Construction Manager, New Jersey Low- & Moderate-Income Program (LMI), New Jersey Department of Community Affairs, Trenton, New Jersey, March 2015 – January 2018

LMI is a disaster recovery program initiated after the intake process for RREM was complete to address the needs of additional low- to moderate-income (LMI) families. Ken managed a co-located team of construction estimators and a virtual team that performed project reconciliation tasks. He was also often used as a construction liaison to explain scope or articulate program policy to homeowner-selected contractors.

PROJECT MANAGER, 3-D ENGINEERING, WALL TOWNSHIP, NEW JERSEY, FEBRUARY 2011 – MAY 2015

Project Manager, New Jersey Reconstruction, Rehabilitation, Elevation, Mitigation (RREM) Program, New Jersey Department of Community Affairs, Trenton, New Jersey, June 2013 – May 2015

Ken managed a team of 14 3D Engineering employees in a staff augmentation role working with CB&I. While in this role, Ken also had an operational role as a construction manager and served on the CB&I program management team.

Project Manager, Union County Public Safety NOC Project Office of Emergency Management, Union County, Elizabeth, New Jersey, January 2014 – March 2014

Ken was responsible for the redesign and planning for the future relocation of the county radio communication system and network operations center. Stakeholders included the New Jersey State Police, Elizabeth Police, Elizabeth BOE, and Elizabeth Fire Co. Ken worked closely with representatives from DuPont and Motorola to integrate climate control and FM200 fire suppression systems in an antiquated building. The team completed the project design and needs assessment within budget and on schedule.

Coordinator, Non-Potable Water Supply Pipeline and Metering Station Project, Passaic Valley Sewerage Commission, 600 Wilson Avenue, Newark, New Jersey, October 2012 – July 2013

This project provided engineering and design for a pipeline and metering station to provide effluent cooling water to a proposed power plant. Ken assisted with design, field reconnaissance, and operations.

Field Manager, Sayreville Communications Tower Project, Borough of Sayreville, Sayreville, New Jersey, May 2011– August 2012

As the field manager on this design-build project, Ken coordinated with the EPA, borough officials, and tower and equipment manufacturers to determine the 400-foot lattice communication tower's design specifications. He relayed information to the project engineer and assisted with field supervision during tower assembly.

TRAINING

- ▶ OSHA 10-Hour Construction Health & Safety
- ▶ FEMA IS-100, IS-200B, and IS-700 Incident Command

- ▶ FEMA IS403 Individual Assistance
- ▶ FEMA IS632a Debris Management
- ▶ FEMA IS634 Public Assistance
- ▶ FEMA IS660 Public-Private Partnerships
- ▶ HUD CDBG-DR, 2016
- ▶ HUD Part 58 Environmental Review, 2016
- ▶ HUD Subrecipient Management

EMPLOYMENT HISTORY

- ▶ Senior Vice President of Program Management, GrantWorks, Inc., Austin, Texas, July 2020 – Present
- ▶ Director of Operations/Senior Program Manager/Senior Project Manager, Aptim Environmental & Infrastructure, LLC, Houston, Texas, July 2017 – June 2020
- ▶ Construction Manager, CB&I Environmental & Infrastructure, LLC, Houston, Texas, May 2015 – June 2017
- ▶ Project Manager, 3-D Engineering, Wall Township, New Jersey, February 2011 – May 2015

SHERIE GOIN-MARKS PHM

ASSOCIATE VICE PRESIDENT OF STATE PROGRAMS

PROJECT ROLE: ARP SUBJECT MATTER EXPERT



PROFESSIONAL QUALIFICATIONS

Over the last 37 years and a former Community Development Manager, Sherie is considered a subject matter expert and has performed oversight in all aspects of the grant, financial, and construction management for various federal, state, and local programs, specifically in Texas. She has managed 1,000+ programs, projects, and activities, overseen rehabilitation/construction of 2000+ housing units, completed 75 infrastructure projects valued at over \$728 million. She can perform any aspect of the program from the start-up to closeout because of her vast experience that covers every eligible activity allowed. She has managed 75 infrastructure projects, three buyout programs, and closed out over 50 grants. In addition, she has extensive experience completing over 50,000 municipal reimbursements for hundreds of activity types in seven different reporting systems and developed and authored over 60 regulatory and programmatic plans, guidelines, policies, and standard operating procedures.

RELEVANT EXPERIENCE

ASSOCIATE VICE PRESIDENT OF STATE PROGRAMS, GRANTWORKS, INC., DALLAS, TEXAS, JULY 2020 – PRESENT

As an Associate Vice President at GrantWorks, Sherie provides leadership and compliance expertise supporting multiple programs and projects.

SENIOR PROJECT MANAGER/PROJECT MANAGER, APTIM ENVIRONMENTAL & INFRASTRUCTURE, LLC, TRENTON, NEW JERSEY, AND DALLAS, TEXAS, MAY 2013 – JUNE 2020

Project Manager, Program Administrator for the Saipan CDBG-DR Action Plan, Northern Marianas Housing Corporation (NMHC), Saipan, MP, February 2020 – August 2020

Sherie developed and drafted the CDBG-DR Action Plan for the Commonwealth of the Northern Mariana Islands following two disasters—Typhoon Mangkhut and Super Typhoon Yutu. She was the primary lead for the Islands' \$243M Action Plan, including all HUD required components, such as the executive summary, needs assessment, impacts, general requirements, outreach, citizen participation, application, maps, certifications, and other attachments.

36 YEARS

GRANT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Coursework, Mountain View and North Lake Colleges, University of Texas, Arlington, Texas

HIGHLIGHTS

Over 36 years of experience in professional administrative and grants management expertise in local, state, and federal programs, primarily in CDBG and HOME

Over 10 years of experience with Section 8

8 years of experience with ESG and HOPWA

Served as Environmental Review Officer for 18 years

Expert in reporting systems and other grants for CDBG, HOME, ESG, HOPWA, HPRP, CDBG-R, NSP, ALERT12 – Lead Grant Systems include IDIS, DRGR, ESNAPS/HMIS, FSRS/FAFTA, Federal Reporting.gov

CERTIFICATIONS/ REGISTRATIONS

Certified Public Housing Manager (PHM)

EPA Certified Lead Risk Assessor

EPA Certified Lead Inspector

Certified HOME Program Specialist

Project Manager, CDBG-DR Administrative/Professional Services, Galveston County, Texas, February 2019 – Present

Sherie provides Galveston County with comprehensive CDBG-DR administration and professional services funded by Texas General Land Office (GLO) for Hurricane Harvey recovery. These services include developing and submitting the County's application to the state and the overall project management from pre-funding to post-funding services, including closeout for the County's proposed CDBG-DR projects. She helps the County to complete their applications for qualified CDBG-DR housing and non-housing, infrastructure, rental housing, non-rental housing, reimbursement, homelessness prevention, affordable rental housing, and economic revitalization projects as funds become available. In addition, she secured \$3.2M for a Galveston County infrastructure project.

Project Manager, Grant Administrator for CDBG-DR Funds (May 2015 and October Flooding Events), Newton County, Texas, October 2017 – July 2020

As Project Manager, Sherie assisted Newton County to fulfill state and federal CDBG-DR statutory responsibilities related to 2015 federally declared disaster events. Program management services included all plans, policies, procedures, and guidelines. In addition, she served as the County's administrator for the program's life cycle from start-up, implementation, and closeout. She also provided the County with case management, construction management, data management, appeals, reporting, and record retention services.

Subject Matter Expert, Bring it Forward Programs, City of Houston Housing and Community Development Department, Houston, Texas, May 2018 – July 2019

Sherie was part of the team providing master program management services for housing design and recovery. Her duties included developing timelines/schedules, assisting with guidelines and standard operating procedures, establishing eligibility requirements and standards, and tracking Federal Register requirements. This project included multiple project and activity types.

Project Manager, New Jersey Reconstruction, Rehabilitation, Elevation, Mitigation (RREM) Program, New Jersey Department of Community Affairs, Trenton, New Jersey, June 2013 – January 2019

Sherie was part of the team that oversaw operations and special projects for the \$1.3B Hurricane Sandy New Jersey RREM Program. She served as a primary program point of contact for RREM operations, knowing every aspect of the program, she resolved hundreds of problems and issues requests. In addition, Sherie provided technical assistance and homeowner appeals for work in place scope, construction feasibilities, and scopes of work. She was the RREM team "go-to" person for homeowners, NJDCA, and staff, solving complex policy-driven issues effectively and efficiently. She also served as a subject matter expert for the State of New Jersey.

Program Lead Manager, Landlord Rental Repair Program (LRRP), New Jersey Department of Community Affairs (NJDC), Various Locations, New Jersey, July 2013 – August 2013

As Program Lead Manager for the HUD CDBG-DR funded LRRP totaling \$70M, Sherie managed program development for the repair and reconstruction activities for rental dwelling units damaged by Hurricane Sandy. The NJDCA designed the program to assist approximately 1,800 rental property owners/landlords with rental properties in nine counties impacted by Hurricane Sandy. She worked directly with NJDCA, who administered the program, taking the lead role for developing and operationalizing the LRRP program guidelines, policies, and procedures (including appeals). In addition, Sherie oversaw all start-up aspects of the NJDCA LRRP program development and business processes from application intake to close out.

COMMUNITY DEVELOPMENT MANAGER/SUPERVISOR, HUD-FUNDED PROGRAMS, CITIES OF FORT WORTH, TYLER, AND GRAND PRAIRIE, TEXAS, FEBRUARY 1984 – JUNE 2013

As a Community Development Manager for three municipalities, Sherie provided project management, performed case management, and construction management, and closed out projects and activities valued at over \$258M through programs using federal, state, and local funds. These projects included four major HUD programs for CDBG, HOME, ESG, and HOPWA. Most projects managed were primarily housing, including buyouts, public facilities, public services, and administration activities, with annual budgets ranging from \$3M to \$25M. Sherie's responsibilities and experience included developing each City's Annual Action Plan, Five-Year Consolidated Plan, Fair Housing, and amendments, including data gathering, conducting studies, research, and compiling and analyzing citizen and agency input. In addition, she developed and implemented division and department budgets with demonstrated ability to work effectively with a diverse array of citizens and various government officials at the federal, state, and local levels, public agencies, organizations, and other city departments.

EMPLOYMENT HISTORY

- ▶ Associate Vice President of State Programs, GrantWorks, Inc., Austin, Texas, July 2020 - Present
- ▶ Senior Project Manager, Aptim Environmental & Infrastructure, LLC, Trenton, New Jersey, and Dallas, Texas, July 2017 - June 2020
- ▶ Project Manager, CB&I Environmental & Infrastructure, LLC, Trenton, New Jersey, May 2013 – June 2017
- ▶ Community Development Manager/Supervisor, Cities of Fort Worth, Tyler, and Grand Prairie, Texas, February 1984 – June 2013

FRED MORRIS, AICP

ARP DIRECTOR

PROJECT ROLE: ARP DIRECTOR



PROFESSIONAL QUALIFICATIONS

Fred Morris has been a Director of Development Services for local Texas governments since 2002. He has managed permitting and inspections, contract and construction management, zoning/subdivision, and site plan review. Fred has also provided code interpretations and negotiated project elements to improve development quality. Fred has directed, managed, and supervised 40 team members in water distribution, wastewater collections, treatment plant operations, park maintenance, streets, and drainage. He has also served as emergency preparedness manager for all essential public utility and transportation services.

RELEVANT EXPERIENCE

AMERICAN RESCUE PLAN (ARP) DIRECTOR, GRANTWORKS, INC., AUSTIN, TEXAS, JUNE 2020 – PRESENT

As the ARP Director at GrantWorks, Fred provides leadership and compliance expertise supporting multiple ARP programs and projects.

SENIOR PLANNING MANAGER, BAYTOWN, TEXAS, 2020 – MAY 2021

Fred managed team functions associated with the development review, ordinance development, interpretation, and application. He was responsible for permit review and inspection services, and code enforcement. He mentored a team in professional development and growth. Fred's team used GIS programs for addressing streetlights, data management, and application.

DIRECTOR OF PUBLIC WORKS AND DEVELOPMENT SERVICES, PORTLAND, TEXAS, 2018-2020

Fred managed permitting and inspections, contract and construction management and zoning/subdivision, and site plan review. He provided code interpretations and negotiated project elements to improve development quality. He also directed, managed, and supervised 40 team members in water distribution, waste-water collections, treatment plant operations, park maintenance, streets, and drainage. In addition, Fred served as emergency preparedness manager for all essential public utility and transportation services.

19 YEARS

PLANNING AND DEVELOPMENT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Science, Urban and Regional Planning, Texas A&M University, College Station, Texas 1984

Bachelor of Science, Physical and Applied Geography, Southwest Texas State University, San Marcos, Texas, 1982

HIGHLIGHTS

Wide range of planning and community development experience working for local governments

CERTIFICATIONS/REGISTRATIONS

Certified Planner, American Institute of Certified Planners

ASSISTANT DIRECTOR OF DEVELOPMENT SERVICES, BURLESON, TEXAS, 2015-2017

Fred assisted a team of planners and economic development professionals in implementing targeted growth objectives, context-sensitive design solutions, permitting and inspection process improvements, and infrastructure enhancement programs.

DIRECTOR OF DEVELOPMENT SERVICES, HARKER HEIGHTS, TEXAS. 2011-2014

Fred directed planning and development programs, project review, permitting, inspections, code enforcement, GIS enhancements, and infrastructure design improvements. He developed FBC overlays and negotiated site development components for development projects. In addition, Fred introduced and applied context-sensitive design elements. He also implemented transit considerations as a project component.

DEVELOPMENT SERVICES DIRECTOR, BELTON, TEXAS. 2002-2011

Fred created FBC-based regulations to implement community objectives in housing, economic development, building form, transportation alternatives, and downtown revitalization. He served as the primary contact for development inquiries. He also directed a Superfund remediation project and numerous road, street, and utility programs. In addition, Fred created a stormwater utility district and managed planning, inspections, permitting, GIS, and code enforcement operations.

EMPLOYMENT HISTORY

- ▶ ARP Director, GrantWorks, Inc., Austin, Texas, June 2020 - Present
- ▶ Senior Planning Manager, City of Baytown, Baytown, Texas, 2020 – May 2021
- ▶ Director of Public Works and Development Services, City of Portland, Portland, Texas, 2018 - 2020
- ▶ Assistant Director of Development Services, City of Burleson, Burleson, Texas, 2015 – 2017
- ▶ Director of Development Services, City of Harker Heights, Harker Heights, Texas, 2011 – 2014
- ▶ Development Services Director, City of Belton, Belton, Texas, 2002 - 2011

BRETT PAYNE

CLIENT SERVICES MANAGER

PROJECT ROLE: CLIENT SERVICES MANAGER



PROFESSIONAL QUALIFICATIONS

Brett Payne joined GrantWorks as a Client Services Manager in September 2020. He has experience working with government agencies and is adept at finding solutions to meeting clients' needs.

RELEVANT EXPERIENCE

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

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

CONTRACTOR, DYNCORP INTERNATIONAL, LEXINGTON PARK, KENTUCKY, DECEMBER 2019 – SEPTEMBER 2020

Brett supported the overall naval operations by providing safe aircraft to meet the demands of daily flight schedules. Additionally, he was deployed to detachments to support Navy and Marine Corps Squadrons around the U.S.

TILTROTOR CREW CHIEF, U.S. MARINE CORPS, SAN DIEGO, CALIFORNIA, NOVEMBER 2011 – NOVEMBER 2016

Brett supervised personnel and technical support through the definition of operation specifications and training aids. In addition, he made PowerPoint presentations and taught classes to personnel, ensuring uniformity in operations. He also logged and recorded the performance of personnel via electronic systems and Microsoft Excel, maintaining a history of training given to trainees.

EMPLOYMENT

- ▶ Client Services Manager, GrantWorks, Inc., Frisco, Texas, September 2020 – Present
- ▶ Contractor, Dyncorp International, Lexington Park, Kentucky, December 2019 – September 2020

2 YEARS

CUSTOMER SERVICES EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Business Administration, Marketing, Stephen F. Austin State University, Nacogdoches, Texas, December 2019

HIGHLIGHTS

Key skills include:

- › Deadline orientated
- › Public speaking
- › Detail orientated
- › Work ethic
- › Analytical and problem solving
- › Relationship and team building

- ▶ Tiltrotor Crew Chief, U.S. Marine Corps, San Diego, California, November 2011 – November 2016

JOHN BORDEAUX, PMP

ARP PROJECT MANAGER

PROJECT ROLE: ARP PROJECT MANAGER



PROFESSIONAL QUALIFICATIONS

John Bordeaux, PMP, has 20 years of enterprise-level experience driving data to value in program and project management. In addition, he has experience in both Waterfall and Agile frameworks in healthcare, telecommunications as a Government Relations Manager, and education. John is a Project Management Institute certified Project Manager, a Certified Center Director with Applied Scholastics International, a member of the Austin chapter of the Project Management Institute, and a member of the Urban League, Austin chapter.

RELEVANT EXPERIENCE

PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, MAY 2021 – PRESENT

As an ARP Project Manager, John coordinates projects funded primarily by the ARP. These funds are distributed via the U.S. Treasury Department directly to state or local governments (cities and counties). The projects are primarily related to water, sewer, or broadband improvement. John coordinates and expedites the projects, working directly with local government contacts, the U.S. Treasury staff, engineers, and other professional service providers.

PROGRAM MANAGER, COMMENCEMENT INSPECTIONS AND COMPLIANCE, PULSE60, LLC, AUSTIN, TEXAS, JUNE 2017 – MAY 2021

John reported to the Chief Executive Officer and led a staff of project managers and client functional managers. His primary responsibilities included:

- ▶ Led seven strategic initiatives for four operations teams in new business created over two years
- ▶ Managed \$11M budget by controlling and monitoring expenditures, estimating at completion forecasts, and certifying compliance initiatives
- ▶ Headed three programs as Scrum Master and Mentor
- ▶ Collaborated with other project managers, development teams, and product owners
- ▶ Established standard reporting tools across project management and process improvement disciplines
- ▶ Led project retrospectives and root cause analyses developing milestones, transition steps, action items
- ▶ Created project plans, project charters, and credible risk profiles

20 YEARS PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Business Administration,
Business Administration,
Fontbonne University, St. Louis,
Missouri

Bachelor of Science, Administration
and Marketing, University of
Missouri, Columbia, Missouri

HIGHLIGHTS

Wide range of project management
experience working with local
governments

CERTIFICATIONS/ REGISTRATIONS

Project Management Professional,
Project Management Institute,
Registration Number: 2802268

Certified Center Director, Academic
Proficiency, Applied Scholastics
International

PROFESSIONAL AFFILIATIONS

Member, Project Management
Institute (PMI), Austin Chapter

Member, Urban League, Austin
Chapter

Member, National Sales Network

Member, Kappa Alpha Psi
Fraternity

PROJECT MANAGER, PUBLIC SECTOR CLIENTS, PULSE60, AUSTIN, TEXAS, JULY 2013 – JUNE 2017

John guided the operations of projects generating customer service systems for new business enterprises. He determined project methodologies necessary for project usage and managed the work of project teams to ensure the validity of processes, identify risks, control scope, and manage change management systems. Other duties included

- ▶ Led the merger of two companies
- ▶ Managed projects totaling \$6M in annual budgets
- ▶ Performed tasks ensuring program success, project scheduling, controlling costs within budgets, resource management, and risk management
- ▶ Managed Stakeholder Communications to consistently meet project deadlines

MATHEMATICS PROGRAM LEAD, CONFLUENCE ACADEMICS, ST. LOUIS, MISSOURI, MAY 2010 – JULY 2012

John reported to the Assistant Principal and led the software-based mathematics programs. His responsibilities included:

- ▶ Led teams across broad technical and operational mathematical components
- ▶ Focused teams on baseline objectives and tracked performance to completion
- ▶ Achieved over 80% success rate
- ▶ Reduced risk through analysis of statistical data
- ▶ Managed project changes effectively and successfully met projects with static deadlines
- ▶ Defined tools and techniques best suited for each project
- ▶ Moved between agile and waterfall methodologies depending on the project development approach

CHIEF EXECUTIVE OFFICER/PROJECT MANAGER, SIMPLY SPOTLESS, LLC, ST. LOUIS, MISSOURI, JUNE 2005 – DECEMBER 2009

John generated, cultivated, and communicated ideas and action items for continual improvement of revenue growth and processes across all areas of a facility management company specializing in hazard and waste removal services. Other duties included:

- ▶ Led and trained an operational team of 40 employees
- ▶ Completed 87 projects with an average return of \$53,000 per project, contributing more than \$4.5 million to the organization
- ▶ Trained 175 employees in hazard and waste removal processes compliant with Occupational Safety and Health Administration (OSHA) guidelines

GOVERNMENT RELATIONS MANAGER, SPECTRUM COMMUNICATION (FORMERLY CHARTER), ST. LOUIS, MISSOURI, OCTOBER 2002 – JANUARY 2005

For a leading broadband communications company and the second-largest cable operator in the United States, John reported to the Vice President of Government Relations and completed 182 successful projects. He oversaw municipal ordinance negotiations and the passage for public rights-of-way usage in 192 communities. He also oversaw the merger and migration of the Missouri and Illinois service area with the acquisition of AT&T broadband. In addition, John developed cross-training policies and procedures to optimize team efficiencies with a successful project completion rate of 100%.

REGIONAL MEDICARE SALES AND MARKETING MANAGER, COVENTRY HEALTH CARE, BETHESDA, MARYLAND, MARCH 1996 – APRIL 1999

In this position, John reported to the Vice President of Medicare. He was responsible for launching Medicare HMO products in Missouri, Illinois, and Kansas. He grew Medicare account sales from \$13

million to \$19 million within one year. John managed, developed, trained, and led a staff of 27 employee sales representatives. He also improved the department sales-closing rate from 63% to 92%.

EMPLOYMENT HISTORY

- ▶ ARP Project Manager, GrantWorks, Inc., Austin, Texas, May 2021 - Present
- ▶ Program Manager, Commencement Inspections and Compliance, Pulse60, LLC, Austin, Texas, June 2017 – May 2021
- ▶ Project Manager, Public Sector Clients, Pulse60, Austin, Texas, July 2013 – June 2017
- ▶ Mathematics Program Lead, Confluence Academics, St. Louis, Missouri, May 2010 – July 2012
- ▶ Chief Executive Officer/Project Manager, Simply Spotless, LLC, St. Louis, Missouri, June 2005 – December 2009
- ▶ Government Relations Manager, Spectrum Communication (Formerly Charter), St. Louis, Missouri, October 2002 – January 2005
- ▶ Regional Medicare Sales and Marketing Manager, Coventry Health Care, Bethesda, Maryland, March 1996 – April 1999

LAURIE GEHLSSEN

ARP PROJECT MANAGER

PROJECT ROLE: ARP PROJECT MANAGER

PROFESSIONAL QUALIFICATIONS

Laurie Gehlsen is a Project Manager at GrantWorks. Laurie joined GrantWorks in 2021 as a Project Manager facilitating the funding associated with the American Rescue Plan Act (ARP). She has worked in State drinking water programs for 20+ years.

RELEVANT EXPERIENCE

ARP PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, MAY 2021 – PRESENT

As an ARP Project Manager, Laurie coordinates and expedites the projects, working directly with local government contacts, U.S. Treasury staff, engineers, and other professional service providers. Project types will primarily be related to water, sewer, or broadband improvements but will cover all aspects of the ARP Act.

MANAGER, TEXAS DEPARTMENT OF STATE HEALTH SERVICES, RADIOLOGY AND RECORDS UNIT AND ENVIRONMENTAL SANITATION UNIT, AUSTIN, TEXAS, AUGUST 2020 – MAY 2021

Laurie served as a Section Manager and oversaw 14 people in the records unit, open records act, asbestos, lead, youth camps, hazardous chemicals, and volatile organic chemical license and exam units. She employed management techniques, particularly the coordination of personnel and resources through results-driven leadership, including task delegation, performance specifications, employee motivation, team-based problem solving and principles of performance and visual management; analytical data collection, analysis and interpretation, and of statistical procedures and testing methods; contract, grants administration, and procurement procedures; project management and community involvement principles; data management principles and techniques to assure data integrity; public relations and meeting facilitation.

PROGRAM MANAGER FOR MUNICIPAL WATER CONSERVATION, TEXAS WATER DEVELOPMENT BOARD, AUSTIN, TEXAS, JUNE 2019 – AUGUST 2020

Laurie was a Program Manager integrating municipal water loss management with public health. She was responsible for program education, guidance, outreach, and workshop development. She also oversaw research and the preparation and coordination of annual reports and work programs. In addition, Laurie put



20 YEARS

PROJECT MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Public Administration, Environmental Policy, Management, and Law, University of Colorado, Denver, Colorado, 2002

Bachelor of Science, Environmental Science, Metropolitan State College of Denver, Denver, Colorado, 2000

HIGHLIGHTS

20+ years of drinking water experience

TRAINING

FEMA Emergency Management Training: 100, 200, 240, 403, 700, and 800

together over 20 workshops during 2019 covering municipal water conservation throughout the state and made public presentations covering complex information.

ADJUNCT GEOLOGY PROFESSOR, MARICOPA COUNTY COMMUNITY COLLEGE, PHOENIX, ARIZONA. JANUARY 2006 – PRESENT

Laurie is a part-time, online Geology Professor.

ENVIRONMENTAL CONSULTANT, FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION, AUDITOR OF FEDERAL AND STATE DRINKING WATER COMPLIANCE PROGRAM. FLORIDA, JUNE 2018 – APRIL 2019

In this position, Laurie consulted on individual regulations and rewrites policies and rules. She also served as a member of the Hurricane Michael Emergency Management Response Team.

NATURAL RESOURCES SPECIALIST, TEXAS COMMISSION ON ENVIRONMENTAL QUALITY, FEDERAL AND STATE DRINKING WATER COMPLIANCE PROGRAM, AUSTIN, TEXAS, NOVEMBER 2012 – JUNE 2018

- ▶ Hurricane Harvey emergency response team
- ▶ Extensive knowledge of the Safe Drinking Water Act and Arizona Administrative Code
- ▶ Environmental risk, public health, hydrology, geology, environmental law/policy, or project management is also helpful.
- ▶ Educated, encouraged, coached, and inspired water systems to provide safe drinking water to all citizens. Worked across teams, unit managers, section managers, and directors to ensure unit operations are efficient and effective. Unit operations include: 1) the state's Monitoring Assistance Program, which provided water sampling and analysis assistance to small public water systems; 2) Compliance Assistance Coordinators, who act as customer service representatives to public water system owners and operators, answering questions, providing guidance on drinking water regulations, assisting water systems with problem-solving compliance issues, and leading outreach events; 3) Water quality data entry and management, including the online SDWIS program.
- ▶ Provided customer service to internal and external to public water systems and operators
- ▶ Drafted a wide variety of documents, including process documents, memos, presentations, and briefing materials.
- ▶ Represented the TCEQ at public conferences as assigned
- ▶ Facilitated Compliance of the Lead and Copper Rule for the State of Texas
- ▶ Determined, implemented, and monitored regulations under the Safe Drinking Water Act
- ▶ Lead and Copper Rule contract and grant facilitation manager
- ▶ QAQC data QAPP contract facilitator
- ▶ Determined violations and enforcement
- ▶ Stakeholder process for rule writing
- ▶ Coordinated with other agency staff
- ▶ Performed agency activities supporting the Public Drinking Water Section
- ▶ Trained staff, both contractors and FTEs, on regulatory rules
- ▶ Analyzed and performed quality checks on analytical data
- ▶ Wrote policies, procedures, and standard operating procedures

ENVIRONMENTAL SAFE DRINKING WATER INFORMATION SYSTEM (SDWIS) PROGRAM MANAGER, ARIZONA DEPARTMENT OF ENVIRONMENTAL QUALITY, PHOENIX, ARIZONA, MARCH 2005 – AUGUST 2010

- ▶ Regulatory, technical, and professional program oversight of the SDWIS
- ▶ Managed the Drinking Water Compliance Regulatory database

- ▶ Interpreted all federal and state drinking water regulations to program, process, analyze, and implement the program
- ▶ Developed and implemented SDWIS – Information System for compliance standards
- ▶ Represented the Department in industry meetings and conferences
- ▶ Implemented work plans and schedules

ENVIRONMENTAL HEALTH MANAGER, SOUTH CAROLINA DEPARTMENT OF HEALTH AND ENVIRONMENT, COLUMBIA, SOUTH CAROLINA, NOVEMBER 2003 – JULY 2004

As an Environmental Health Manager, Laurie was responsible for the Drinking Water program enforcement. She wrote NOV / NEC / AO / Unilateral and Bilateral Consent Orders, agreement documents. She also oversaw and participated in enforcement activities and negotiation of settlements and analyzed projects, reports, and regulations related to environmental enforcement cases.

PHYSICAL SCIENCE/ENGINEERING ASSISTANT, COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT, DENVER, COLORADO, JUNE 2000 – NOVEMBER 2003

In this position, Laurie assisted the Drinking Water Compliance Assurance & Data Management Unit. She developed standard operating procedure strategies and participated in the stakeholder process for new rule development.

GROUP/CONVENTION MANAGER, ULTIMATE TRAVEL, DENVER, COLORADO, APRIL 1992 – MAY 2000

Laurie served as a Group/Convention Manager at a corporate travel agency.

EMPLOYMENT

- ▶ ARP Project Manager, GrantWorks, Inc., Austin, Texas, May 2021 - Present
- ▶ Manager, Texas Department of State Health Services, Radiology and Records Unit and Environmental Sanitation Unit, Austin, Texas, August 2020 – May 2021
- ▶ Adjunct Geology Professor, Maricopa County Community College, Phoenix, Arizona. January 2006 – Present
- ▶ Environmental Consultant, Florida Department of Environmental Protection, Auditor of Federal and State Drinking Water Compliance Program, Florida, June 2018 – April 2019
- ▶ Natural Resources Specialist, Texas Commission on Environmental Quality, Federal and State Drinking Water Compliance Program, Austin, Texas, November 2012 – June 2018
- ▶ Environmental Safe Drinking Water Information System (SDWIS) Program Manager, Arizona Department of Environmental Quality, Phoenix, Arizona, March 2005 – August 2010
- ▶ Environmental Health Manager, South Carolina Department of Health and Environment, Columbia, South Carolina, November 2003 – July 2004
- ▶ Physical Science/Engineering Assistant, Colorado Department of Public Health and Environment, Denver, Colorado, June 2000 – November 2003
- ▶ Group/Convention Manager, Ultimate Travel, Denver, Colorado, April 1992 – May 2000

JESSI ENGELKE

ARP PROJECT MANAGER

PROJECT ROLE: ARP PROJECT MANAGER



PROFESSIONAL QUALIFICATIONS

Jessi Engelke is an American Rescue Plan Project Manager with GrantWorks. Before GrantWorks, Jessi served over 10 years in the non-profit sector. Jessi brings 8+ year's federal grant administration experience (Serve America Act & Domestic Volunteer Service Act) and management and program evaluation experience to the team.

RELEVANT EXPERIENCE

ARP PROJECT MANAGER, GRANTWORKS, INC., AUSTIN, TEXAS, MAY 2021 – PRESENT

As an ARP Project Manager, Jessi coordinates projects funded primarily by the ARP. These funds are distributed via the U.S. Treasury Department directly to the state or local government (cities and counties). The projects are primarily related to water, sewer, or broadband improvement. Jessi coordinates and expedites the projects, working directly with local government contacts, the U.S. Treasury staff, engineers, and other professional service providers.

DIRECTOR OF AMERICORPS SERVICES, COMMUNITIES IN SCHOOLS OF CENTRAL TEXAS, AUSTIN, TEXAS, 2016 – MAY 2021

Jessi managed the grant writing process for a \$1.3 million federal operational grant renewed annually. She ensured 100% overall program compliance with federal grant terms and conditions. She also regularly monitored program performance data, compiled reports, and ensured 100% on-time grant reporting. In relation to other AmeriCorps programs operating in Texas, this program outperformed the state-wide portfolio average in the following areas: staff hiring quotas, retention quotas, student outcome measures, financial asset utilization, etc.

IMPLEMENTATION SPECIALIST, SOLUTIONS ARCHITECT, COMMUNITY TECH KNOWLEDGE (NOW SOCIAL SOLUTIONS GLOBAL), AUSTIN, TEXAS, 2014 - 2016

Jessi conducted discovery meetings with customers to inform custom configuration of database software, worked with contractors to build the product to specifications, reviewed and tested configuration, and presented finished products to customers for review and feedback. She facilitated discovery meetings, drafted project charters, established timelines, worked with teams

8+ YEARS

GRANT ADMINISTRATION EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Arts, Psychology and German, University of New Mexico, Albuquerque, New Mexico

HIGHLIGHTS

10+ years of non-profit sector experience

8+ years of federal grant administration experience

of consultants, developed project management templates, cross-trained other staff, developed follow-up procedures to ensure on-time project completion. She also promoted to Solutions Architect shortly after hire, specializing in mid- to large-scale software implementations.

ASSISTANT DIRECTOR OF NATIONAL SERVICE PROGRAMS, WASHINGTON COUNTY YOUTH SERVICE BUREAU/BOYS & GIRLS CLUB, WASHINGTON COUNTY, VERMONT, 2012 - 2014

Jessi assisted in the grant writing process, including making recommendations to the Director of National Services. She coordinated two state-wide national service programs, which strengthened non-profits across Vermont. She also secured presenters to deliver monthly, multi-day professional development training for AmeriCorps members, including funder stewardship, grant writing 101, and project management. Jessi constructed performance plans and guaranteed member activities that supported national program goals. She developed and streamlined new electronic record-keeping practices, which increased team productivity and ensured compliance with federal record-keeping requirements.

AMERICORPS VISTA TEAM LEADER, VERMONT YOUTH TOMORROW AMERICORPS VISTA PROGRAM, VERMONT, 2011 - 2012

Jessi inspired productivity and encouraged the professional growth of national service members, leading to 100% of host sites reporting that their members' service generated additional resources for their organization. She led a team of 28 VISTA members to build non-profit capacity state-wide and deliver high-quality programs engaging over 55,000 disadvantaged youth. She also earned Vermont Governor's Service Award for outstanding performance in this position

AMERICORPS VISTA GRANT WRITER AND VOLUNTEER COORDINATOR, VERMONT YOUTH TOMORROW AMERICORPS VISTA PROGRAM, VERMONT, 2010 - 2011

Jessi streamlined the grant proposal submission process and created electronic grants tracking system. Without prior experience, she raised nearly \$50,000 for Winooski youth programs serving a 90% refugee population resettling from Bhutan, Sudan, Somalia, and Nepal. She also revamped the City of Winooski's volunteer recruitment and training practices, resulting in a 95% increase in volunteer contributions.

EMPLOYMENT

- ▶ ARP Project Manager, GrantWorks, Inc., Austin, Texas, May 2021 - Present
- ▶ Director of AmeriCorps Services, Communities in Schools of Central Texas, Austin, Texas, 2016 – May 2021
- ▶ Implementation Specialist, Solutions Architect, Community Tech Knowledge (Now Social Solutions Global), Austin, Texas, 2014 – 2016
- ▶ Assistant Director of National Service Programs, Washington County Youth Service Bureau/Boys & Girls Club, Washington County, Vermont, 2012 – 2014
- ▶ AmeriCorps Vista Team Leader, Vermont Youth Tomorrow AmeriCorps Vista Program, Vermont, 2011 – 2012
- ▶ AmeriCorps Vista Grant Writer and Volunteer Coordinator, Vermont Youth Tomorrow AmeriCorps Vista Program, Vermont, 2010 - 2011

PAMELA WOZNIAK

ARP PROJECT MANAGER

PROJECT ROLE: ARP PROJECT MANAGER

PROFESSIONAL QUALIFICATIONS

Pamela Wozniak is an American Rescue Plan Project Manager with GrantWorks. Before GrantWorks, Pamela served as an Environmental Review Specialist, Compliance Monitor, and Administrative Assistant for the Texas Department of Agriculture for nine years.

RELEVANT EXPERIENCE

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

As an ARP Project Manager, Pamela coordinates projects funded primarily by the ARP. These funds are distributed via the U.S. Treasury Department directly to the state or local government (cities and counties). The projects are primarily related to water, sewer, or broadband improvement. Pamela coordinates and expedites the projects, working directly with local government contacts, the U.S. Treasury staff, engineers, and other professional service providers.

ENVIRONMENTAL REVIEW SPECIALIST, TEXAS DEPARTMENT OF AGRICULTURE, AUSTIN, TEXAS, APRIL 2018 – JUNE 2021

Pamela oversaw, reviewed, and approved categorical exclusions, environmental assessments, and other HUD 24 CFR 58/NEPA required documents and technical reports to ensure compliance with applicable state and federal environmental or public health laws, rules, regulations, policies, and procedures. She also oversaw and evaluated the environmental or public health impact of infrastructure and housing projects as they relate to the following areas: noise pollution, air, and water quality, wetlands and floodplains, hazardous materials, socioeconomic and environmental justice, biological resources, threatened and endangered species, geological areas, contamination, and toxic substances, and cultural or historic resources. She coordinated with various state and federal regulatory agencies to develop Programmatic Agreements and Memoranda of Understanding, facilitating environmental clearance. Pamela designed and monitored programs to address and mitigate identified issues. She provided guidance and interpretation on laws, regulations, procedures, and HUD's Community Development Block Grant Disaster Relief (CDBG-DR) Program requirements to environmental consultant providers, subrecipients, grantees, and



GrantWorks

9+ YEARS

STATE GOVERNMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Business Administration, College of West Virginia, Beckley, West Virginia, December 1998

Associate of Science, Secretarial Science/Administrative, College of West Virginia, Beckley, West Virginia, December 1998

Associate of Arts, General Studies, College of West Virginia, Beckley, West Virginia, December 1998

HIGHLIGHTS

9+ years of state government experience

TDA staff. She conducted semi-annual Environmental training for consultant providers, subrecipients, grantees, and TDA staff. Oversaw the TDA mitigation and environmental monitoring program to demonstrate compliance with HUD 24 CFR 58, which involved field inspections, coordination with consultant providers, subrecipients, grantees, and report preparation. Conducted audits to ensure environmental records management procedures were followed as required. Reviewed, evaluated, monitored, and/or approved consultant work, research programs, or special studies. Represent the TxCDBG regarding environmental or public health issues. Planned, developed, recommended, and implemented guidelines, policies, and procedures related to HUD 2 CFR 58/NEPA.

COMPLIANCE MONITOR, TEXAS DEPARTMENT OF AGRICULTURE, AUSTIN, TEXAS, APRIL 2014 – JUNE 2021

Pamela performed audits primarily complex to include audits of environmental records to ensure federal, state, and local laws were followed as required. She reviewed, evaluated, monitored, and/or approved consultant work, research programs, or special studies. She also represented the department regarding environmental or public health issues. Pamela planned, developed, recommended, and implemented guidelines, policies, and procedures related to HUD 24 CFR 58/NEPA to determine compliance with laws, rules, and regulations. Developed audit/monitoring scopes, programs, objectives, procedures, and deliverables. Examined and analyzed grantee operations, policies and procedures, internal control structures and systems, and accounting/program records for adequacy, accuracy, and compliance with legal regulations, program requirements, internal regulations, state and local statutes, and federal requirements. She was examined and analyzed program metrics, performance measures, and other reports to determine progress with grantee contracts and program goals and objectives. Provided recommendations that assist in achieving goals and objectives. Prepared audit/monitoring reports, reviews of grantee corrective action plans and responses, and monitors the preparation of the final resolution of the reports incorporating grantee comments as appropriate. Pamela requested and reported necessary information to resolve reportable issues. Recommended and advised management regarding changes in program operations, processes, and accounting or management procedures resulting from audit/monitoring reviews; integrated high level of customer service focus, cross-functional program cooperation, and coordination with internal staff and grantees. She defined audit issues by researching specific topics through interviews, document reviews, prior audit findings, and other research techniques. She also provided budget and other reporting information related to auditing/monitoring activities. Pamela prepared other reports as necessary, including management reports, single audit reviews, and reports monthly summaries, and disallowed activity reports.

ADMINISTRATIVE ASSISTANT IV, TEXAS DEPARTMENT OF AGRICULTURE, AUSTIN, TEXAS, JULY 2013 – MAY 2014

Pamela served as Administrative Assistant to Administrator of Trade and Business Development. She managed and maintained daily schedules and travel arrangements for the Administrator of GO TEXAN and other division managers. She also coordinated arrangements, agendas and maintained a calendar of events for meetings, conferences, seminars, and training. Processed travel plans for division staff and prepared and tracked all travel reimbursements. Prepared, edited, and distributed correspondence, reports, studies, forms, and documents. Scheduled meetings for division and other TDA staff and monitor calendars for scheduling conflicts. Reserved rooms and equipment for meetings, scheduled attendees, attended meetings, took notes, and prepared meeting summaries. Determined priorities and route work to other division staff. Coordinated work between organizational units of the agency and informed division managers of activities throughout the division. Maintained a log of assignments, tracked items routed for approval to other divisions, and followed up as needed to ensure timely completion. Entered correspondence into the IQ system for approval as directed by the Administrator. Answered phone,

routed incoming calls, took messages, greeted visitors, and directed them to the appropriate staff. Opened, sorted mail, and routed to appropriate personnel. Handled routine matters and bring urgent matters to the attention of appropriate personnel. Pamela provided direct administrative support to division program areas. She served as the primary point-of-contact and liaison for the GO TEXAN members. She also assisted in training staff on agency and division policies and procedures. In addition, Pamela performed special projects for the Administrator and other division managers. She maintained a filing system for the Administrator to include personnel files and information on each program, activities, and affiliates.

ADMINISTRATIVE ASSISTANT III, TEXAS DEPARTMENT OF AGRICULTURE, AUSTIN, TEXAS, JUNE 2012 – JULY 2013

Pamela served as Administrative Assistant to Director, Community Operations. She prepared, collected, and verified that source data was complete and accurate. She also assisted with creating queries to run database reports. Analyzed database reports and group or filter relevant information. Prepared, edited, and organized surveys and reports for distribution and analysis. Researched, prepared, and reviewed statistical reports and applied statistical formulas to reports as need. Compiled and entered data into spreadsheet/tracking system for use in analyses and reports. Pamela assisted in preparing time-series analyses for trends (linear, nonlinear, seasonal, and cyclical). She followed up with staff to resolve problems and clarify data use or collection. She also developed and maintained tracking reports to monitor processing activity. Pamela provided program and technical assistance to performance improvement staff. She responded to inquiries regarding statistical data, rules, regulations, policies, and the Community Operations unit procedures. She also prepared special reports for management, as requested. Pamela assisted with Public Information Requests. She adhered to an established work schedule with regular attendance. Pamela followed all TDA safety guidelines/procedures and ethics requirements. She coordinated and set up webinar training and meetings for division and regional staff.

PURCHASING COORDINATOR, INTERNATIONAL PAPER COMPANY, MEMPHIS, TENNESSEE, DECEMBER 2004 – OCTOBER 2010

Pamela was a Subject Matter Expert (SME) on logistical shipping platforms for transport by truck, rail, and overseas shipment containers. She led and conducted performance analysis of 100% of contracts relating to shipping platforms. Developed checklists, made recommendations, and implemented improvements regarding the monitoring and performance analysis function. She audited suppliers' financials to ensure viability to handle the contracts awarded financially. Prepared correspondence to inform contracted suppliers of audit findings/concerns based on the compliance monitoring results and provide recommendations for corrective action and/or technical assistance when required. Supported and justified written and verbal testimony, all appeals and hearings resulting from individual work performed on compliance audits/reviews. Developed, interpreted, reviewed, and communicated administrative policies, standard operating procedures, and methods. Evaluates supplier performance and provide recommendations regarding the need for technical assistance and complying with contracts, program rules, and regulations. She coordinated with state and federal agencies for shipping domestically and internationally, following state and federal regulations. She also monitored government legislation regarding wood transport to ensure compliance with domestic and international laws. Pamela audited the program and conducted investigations for mismanagement, fraud, and abuse upon receipt of a complaint prepared monitoring reports, and made recommendations for corrective action. Prepared bid packages, analyzed completed bids, and negotiated contracts. Researched and prepared market analysis and spend analysis in preparation of the bid. Assist in budget forecasting and preparation. She oversaw a \$65 million budget, prepared monthly and year-to-date reports using graphs, pivot tables, and summaries.

BUSINESS DEVELOPMENT MANAGER, CHEP USA, ORLANDO, FLORIDA, OCTOBER 2000 – NOVEMBER 2004

Pamela prepared reports and advised the National Sales Director on budget matters for use in the decision-making process. She coordinated with accounting and budget divisions to facilitate accurate reporting. She also managed accounts producing revenue of more than \$56 million annually. Pamela negotiated contracts and acquired new accounts. Pamela also monitored account receivables and credit and collections on assigned accounts. She developed and presented business reviews. She also performed research to complete accurate cost studies and market analyses. Responsible for account expansion increasing revenue by \$8.2 million. Prepared monthly reports by gathering information from multiple databases, formatted the information into graphs/charts, and presented to C-level management. Addressed quality issues and complaints with follow through to resolution. She has participated in annual audits on assigned accounts.

EMPLOYMENT

- ▶ ARP Project Manager, GrantWorks, Inc., Austin, Texas, June 2021 – Present
- ▶ Environmental Review Specialist, Texas Department of Agriculture, Austin, Texas, April 2018 – June 2021
- ▶ Compliance Monitor, Texas Department of Agriculture, Austin, Texas, April 2014 – June 2021
- ▶ Administrative Assistant IV, Texas Department of Agriculture, Austin, Texas, July 2013 – May 2014
- ▶ Administrative Assistant III, Texas Department of Agriculture, Austin, Texas, June 2012 – July 2013
- ▶ Purchasing Coordinator, International Paper Company, Memphis, Tennessee, December 2004 – October 2010
- ▶ Business Development Manager, CHEP USA, Orlando, Florida, October 2000 – November 2004

MIRENDA HARRIS

ASSOCIATE VICE PRESIDENT, APPLICATION SERVICES

PROJECT ROLE: PROCUREMENT LEAD



PROFESSIONAL QUALIFICATIONS

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

RELEVANT EXPERIENCE

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

As the Application and Procurement 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 provide guidance on the application and procurement process. Recently, she managed a team of 19 application writers and support staff who submitted more than 65 applications for \$600 million in CDBG-MIT funds in Texas.

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

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

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

Mirenda was responsible for application preparation, project management, technical assistance, liaison with elected officials, staff, engineers, and state agencies. In addition, she wrote, managed, and

18 YEARS

GRANT WRITING AND MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

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

HIGHLIGHTS

Prepared over 166 applications

Accomplished acquiring over \$42 million in grant funds

Lead Application Services and Writers Team to successful application submission

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

2 CFR 200.318-200.327 knowledgeable; Appendix I Part 200

CERTIFICATIONS/ REGISTRATIONS

Texas CDBG Certified Administrator, 2020

Non-Profit Management Certification 2019

closed out projects for TDHCA HOME, TDA CDBG, GLO CDBG-DR, 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 TDA CDBG, TDA Texas Capital Fund, GLO CDBG-DR, TDHCA HOME, U.S. Economic Development Administration (EDA), and other grant programs. In addition, 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

- ▶ Associate Vice President of Application Services, GrantWorks, Inc., Palestine, Texas, August 2020 – Present
- ▶ 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

ZACK MARTIN, CPM, CFM, CCM

DIRECTOR OF STATE HOUSING PROGRAMS

PROJECT ROLE: CONSTRUCTION MANAGER



PROFESSIONAL QUALIFICATIONS

Zach Martin is a Senior Construction Manager with more than 15 years of CDBG-DR experience working in numerous disaster recovery housing programs. Zach has been responsible for developing and implementing critical processes across multiple Gulf Coast region projects simultaneously. He develops and implements processes in concert with program and project management staff for applicant intake and eligibility, data management, damage assessment, environmental review, and construction to deliver a complete, turnkey programmatic solution for disaster housing recovery. In addition, Zach has provided strong leadership and team development to ensure effective communication and timely resolution of production hurdles, allowing projects to have transparent visibility.

RELEVANT EXPERIENCE

DIRECTOR OF STATE HOUSING PROGRAMS, GRANTWORKS, INC., AUSTIN, TEXAS, JUNE 2020 – PRESENT

Project Director, Community Development and Revitalization, Texas General Land Office, Austin, Texas, June 2020 – Present

Part of GrantWorks' work includes providing oversight of Houston and Harris County's sub-recipient allocations, which total \$1.3 billion each for roughly 18-20 separate programs. Included in those programs are Homebuyer, Housing Reimbursement, Homeowner Assistance Programs (HAP). The GLO is assuming control over specific slow-moving programs, in particular the HAP. Zach's duties include creating new needs for state-level management over functional areas and program oversight. He also serves as the single-family program subject matter expert in construction management. In addition, he is responsible for budget evaluation/cost reasonableness, draw review, development of SOPs, checklists, other reviews, coordination, and recordkeeping tools.

SENIOR CONSTRUCTION MANAGER, SERCO, INC., WINCHESTER, VIRGINIA, APRIL 2019 – JUNE 2020

Senior Construction Manager, FEMA Public Assistance Technical Assistance Contract IV, Winchester, Virginia, April 2019 – June 2020

15+ YEARS

CONSTRUCTION MANAGEMENT EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science, Construction Management, Louisiana State University, Baton Rouge, Louisiana, 2006

HIGHLIGHTS

15 years of construction management experience

CERTIFICATIONS/REGISTRATION

Certified Floodplain Manager, Certification No. US 16-08836

Associated Constructor, American Institute of Constructors, Certificate No. 4437

Certified Construction Manager (CCM), Construction Manager Association of America, Certificate No. 180665

Certified Building Contractor, National Association of State Contractors Licensing Agencies

Commercial Building Construction, Residential Building, and Mold Remediation Licenses

Certified HUD Federal Housing Quality Standards Inspector, Certification No. 11-474

Certified Project Management Professional

Under this contract, Zach provided technical assistance supporting FEMA Public Assistance Disaster Operations for the CRC East. Disasters included DR4337-FL, DR4399-FL, DR4428-KY, DR4381-MI, DR4390-MN, DR4397-NY, DR4408-PA, DR4427-TN, DR4383-WI, and DR4402-WI. Duties included performing completeness compliance reviews of “Standard Lane” projects to ensure they had Damage Description and Dimensions, Scopes of Work, and Small and Large Estimates while verifying adequate documentation for project completion with the Grants Manager.

SUBJECT MATTER EXPERT & DISASTER RECOVERY CONSTRUCTION MANAGER, INNOVATIVE EMERGENCY MANAGEMENT, INC. (IEM), MARCH 2018 – JUNE 2019

Subject Matter Expert & Disaster Recovery Construction Manager, FEMA Housing Inspection Services Contract, March 2018 – June 2019

Zach led the task of creating the Quality Management System (QMS) for IEM.

Subject Matter Expert & Disaster Recovery Construction Manager, Renew Jersey Stronger, Reconstruction, Rehabilitation, Elevation and Mitigation (RREM) Program, Supplemental Funds, New Jersey, March 2018 – June 2019

Zach created the standard operating procedure (SOP) for the Baseline Site Inspection (BSI) Process. This program allowed homeowners who had not completed construction to receive additional financing through the Supplemental Fund as detailed in NJ-DCA Action Plan Amendment #28. The BSI not only verified construction progress but also determined the eligibility scope necessary to close out the file and meet HUD’s National Objective.

Subject Matter Expert & Disaster Recovery Construction Manager, CDBG Hurricane Harvey Round 1 DR-4332-TX Construction Management of Disaster Recovery Programs, Texas General Land Office, Austin, Texas, March 2018 – June 2019

Zach executed comprehensive housing services to facilitate housing and infrastructure activities administered by the Texas Action Plan for Disaster Recovery. As a result, the homeowner assistance program’s budget exceeded \$385 million.

Subject Matter Expert (SME) Project Manager, CDBG RESTORE Louisiana DR-4277-LA, Louisiana Office of Community Development-Disaster Recovery Unit, Baton Rouge, Louisiana, March 2018 – June 2019

OCD-DRU appointed Zach to be Section 504, Floodplain, and Reconstruction Unit Leader. Zach’s experience enabled him to expedite policies and procedures that Congressman Graves recognized.

SENIOR FACILITY HOUSING CONSTRUCTION MANAGER/LAND-USE PLANNER/PROJECT MANAGER, AECOM, JUNE 2011 – MARCH 2018

Construction Production Manager, CDBG Hurricane Disaster Recovery Housing Assistance Programs, Texas General Land Office, Austin, Texas, Contract Value: >\$1B

As the Construction Production Manager, Zach corroborated and provided a complete lifecycle of disaster recovery housing services for the HUD CDBG homeowner assistance for disaster recovery efforts related to Hurricanes Ike and Dolly. He implemented program management staff for applicant intake and eligibility, data management, damage assessment, environmental review, and construction to deliver a complete, turnkey programmatic solution for disaster housing recovery. In addition, he advised on compliance issues ensuring that processes were in line with federal, state, and program guidelines. Zach performed, scheduled, conducted, and coordinated a variety of projects and subcontractor services. His duties included planning, design management, environmental, construction management, public meetings, technical and peer reviews of deliverables, and technical presentations. He was responsible for developing and implementing critical processes across multiple projects simultaneously implemented

across the Gulf Coast region. He developed and implemented processes in concert with program management staff for applicant intake and eligibility, data management, damage assessment, environmental review, and construction to deliver a complete, turnkey programmatic solution for disaster housing recovery. Zach has provided strong leadership and team development to ensure effective communication and timely resolution of production hurdles, allowing the project to have transparent visibility.

The programs delivered for Texas GLO included but were not limited to:

- ▶ City of Galveston Housing Program, Round 1 (take-over), 800 individual sites, 2011 – 2012
- ▶ City of Galveston Housing Program, Round 2, 300 individual sites, 2013 – 2016
- ▶ City of Galveston Demolition Program, 17 individual sites, 2015
- ▶ Lower Rio Grande Valley Development Council Housing Program Round 2, 800 individual sites, 2012 – 2016
- ▶ City of Bastrop CDBG-DR (Fires) Rehab/Recon Housing Program
- ▶ SETRPC Housing Program, Round 1, 900 individual sites, 2012 – 2015
- ▶ SETRPC Housing Program, Round 2, 800 individual sites, 2015 – 2017
- ▶ Southeast Texas Regional Planning Commission Rental Program
- ▶ City of San Marcos, TX CDBG-DR Programs, Texas, 2016-2017, created 2-, 3-, and 4-bedroom housing designs and developed pre-construction policies and procedures.

FEMA Project Specialist, NISTAC School Assessment Team, FEMA Public Assistance Technical Assistance Contract III 2012 - 2017 Year 5, DR-4277-LA, Baton Rouge, Louisiana

Zach provided technical assistance and finalized Project Worksheets. The effort spanned multiple applicants and included both the private non-profit and public segments. Tasks included site meetings and communications with applicants, consultants, and the state to evaluate funding obligations recognized by Senator Cassidy.

Subject Matter Expert & Disaster Recovery Construction Manager, Shelter at Home Program, State of Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Baton Rouge, Louisiana, August 2016

Zach provided management services to enable eligible individuals/families whose homes were damaged to take shelter in their own homes during repairs instead of staying in a hotel, rental, or mass shelter. In addition, he provided top-down construction review on issues for timely close-out of program milestones while ensuring compliance.

Crew Leader, FEMA RiskMap 2014-2019 - FY16 Louisiana Substantial Damage Estimation Rapid Response DR-4277-LA

Zach was Crew Leader to inspect and collect field data for 40,000 Substantial Damage Estimation (SDE) structures. He provided rapid baseline data to local Building and Zoning Officials for both residential and commercial structures. In addition, Zach's knowledge of floodplain management and construction building codes and practices in the disaster recovery industry allowed him to deliver insight on technical issues as they arose and provide clarity on local ordinances.

Project Manager, Social Services Block Grant - Phase IV, Armand Corporation, New York, New York

As Project Manager, Zach ensured deliverables, invoicing, finances, administration, and documentation were in check and in a high level of compliance, contractual obligations, and invoicing of government projects.

CONSTRUCTION MANAGER, OCD-DRU CDBG-DR HOUSING ASSISTANCE PROGRAM MANAGEMENT, CAMERON PARISH POLICE JURY, CAMERON PARISH, LOUISIANA, JULY 2010 – MAY 2011, CONTRACT VALUE: \$24,000,000

Zach provided program management of CDBG housing program policies; conducted public hearings and outreach; prepared change orders, standards, scope of work, general conditions, RFQ/RFP, closings, and Parish Contracts; coordinated preliminary and formal work write-ups and cost estimates; requested, received, and planned review bids for construction work; inspected work for code violations, arbitrated disputes and complaints arising between contractors and homeowners regarding work to be performed, underway or completed. In addition, he worked with local Parish officials, FEMA, OCD/DRU, LHFA, LA Land Trust, and HUD. CDBG-DR Programs included Rehabilitation, Reconstruction, LA Land Trust Properties, First-Time Home Buyer, Compensation, and Affordable Rental. Side projects included the Holly Beach Sewer Treatment Plant and dredging of the Calcasieu Ship Channel, East Fork, and Cameron Parish Loop, aka “Monkey Island.”

LEAD CIVIL SUPERINTENDENT AND SITE SAFETY AND HEALTH OFFICER (SSHO), CYCLE CONSTRUCTION COMPANY LLC, KENNER, LOUISIANA, NOVEMBER 2009 – JUNE 2010

Lead Civil Superintendent and Site Safety and Health Officer, London Avenue Canal to Inner Harbor Navigation Canal, US Army Corps of Engineers, LPV-104.01A, Lake Pontchartrain, New Orleans, Louisiana, November 2009 – June 2010, Contract Value: \$17,944,000

Zach was the Lead Civil Superintendent and Site Safety & Health Officer over all aspects of the project start-up. The scope of work for this project included establishing and maintaining a traffic control plan, clearing and grubbing, silt fence installation, demolition of a water tank and pump building, concrete and asphalt pavement removal, curb and gutter removal, extensive drainage modifications, installation of 12” waterlines, tree transplantation and replacement, placement of compacted fill, geotextile placement, aggregate base course, asphalt placement, pavement striping, concrete sidewalk replacement, installation of new traffic signs, guardrail installation, H-pile installation, sheet pile installation, concrete buttresses, joint replacement along the I-wall, and a turf establishment plan.

PROJECT MANAGER/ESTIMATOR DEEP FOUNDATIONS DIVISION, CAJUN INDUSTRIES LLC, BATON ROUGE, LOUISIANA, JANUARY 2007 – OCTOBER 2009

As Project Manager, Zach managed, designed, and estimated in-depth foundation construction projects including ACIP, concrete, pipe, sheet, and timber piles; retaining systems; drilled piers; and bridges ranging in value from \$5,000 to \$28,000,000. Estimating & Bid Proposals for the USACE. Projects list with a Total Recordable Incident Rate “TRIR” of 0.00:

- ▶ FCCU/Alky Revamp Project, Marathon Petroleum Company, LLC, Garyville, Louisiana, Contract Value: \$576,000,
- ▶ Gladys Noel Bates Elementary & Thomas Cardoza Middle Schools, Jackson, Mississippi, Contract Value: \$128,000
- ▶ Proppant Plant & Pedestrian Bridge, Schlumberger OFS Facility, Shreveport, Louisiana, Contract Value: \$118,500
- ▶ Commercial Facility and Yard, Cajun Deep Foundations, LLC, Port Allen, Louisiana, Contract Value: \$600,000
- ▶ Assistant Project Manager, GME Project, Marathon Petroleum Company, LLC, Garyville, Louisiana, Contract Value: \$28,000,000. This project received the 2008 ABC Excellence in Construction Award

ASSISTANT PROJECT ENGINEER/ESTIMATOR, W.G. YATES & SONS CONSTRUCTION COMPANY, BILOXI, MISSISSIPPI, 2006

Zach was exposed to all phases of design and build-out for development groups. He effectively scheduled, monitored, and inspected work from start to completion. Assisted construction supervision, including takeoffs, estimating, safety, budgeting, contracting, purchasing, bids, and invoicing. Projects included Beau Rivage (Hurricane Katrina Rebuild), Revelay Condominiums by Sterling, and MS Gulf Coast Community College Expansion Project.

SENIOR CONSTRUCTION MANAGEMENT INTERN/QA/QC SUPERVISOR, RW DAY & ASSOCIATES, INC., BATON ROUGE, LOUISIANA, 2004 – 2006

- ▶ Highland Plantation (422 apartment complex) Exposure to all phases Employment during school. Maintenance Superintendent of a 5-man crew
- ▶ Southgate Towers (343 Units/7 Stories) built-in 2004, Senior QA/QC owner-rep for post-construction mitigation

EMPLOYMENT HISTORY

- ▶ Director of State Housing Programs, GrantWorks, Austin, Texas, June 2020 – Present
- ▶ Senior Construction Manager, Serco, Inc., Winchester, Virginia, April 2019 – June 2020
- ▶ Subject Matter Expert & Disaster Recovery Construction Manager, Innovative Emergency Management, Inc. (IEM), March 2018 – June 2019
- ▶ Senior Facility Housing Construction Manager/Land-use Planner/Project Manager, AECOM, June 2011 – March 2018
- ▶ Construction Manager, Cameron Parish Police Jury, Cameron Parish, Louisiana, July 2010 – May 2011
- ▶ Lead Civil Superintendent and Site Safety and Health Officer (SSHO), Cycle Construction Company LLC, Kenner, Louisiana November 2009 – June 2010
- ▶ Project Manager/Estimator Deep Foundations Division, Cajun Industries LLC, Baton Rouge, Louisiana, January 2007 – October 2009
- ▶ Assistant Project Engineer/Estimator, W.G. Yates & Sons Construction Company, Biloxi, Mississippi, 2006
- ▶ Senior Construction Management Intern/QA/QC Supervisor, RW Day & Associates, Inc., Baton Rouge, Louisiana, 2004 – 2006

DANIEL ALVARADO, AICP

ASSOCIATE PLANNER

PROJECT ROLE: PLANNER



PROFESSIONAL QUALIFICATIONS

Daniel Alvarado is an Associate Planner at GrantWorks, where he provides comprehensive planning services to rural communities and counties in Texas. He has experience in comprehensive planning, parks and trails planning, regenerative land management, urban ecology and agriculture, active transportation planning, urban design, public art planning, and interior space planning.

Daniel currently serves on the Board of Walk Austin and the City of Austin Urban Transportation Commission. He also consults with environmental organizations such as the Wimberley Valley Watershed Association about planning, political, and marketing strategy. Before working as a planner, Daniel worked as a practicing sculptor, arts educator, furniture designer, and bike mechanic.

RELEVANT EXPERIENCE

ASSOCIATE PLANNER, GRANTWORKS, INC., AUSTIN, TEXAS, OCTOBER 2018 – PRESENT

Daniel provides comprehensive planning services to small municipalities and counties in Texas through the Community Development Block Grant (CDBG) Planning and Capacity Building Fund. Additionally, he provides auxiliary planning services directly to municipalities to complete CDBG funded planning activities such as active transportation, recreation, land and resource conservation, watershed, and public-arts planning. Key projects include the following.

Project Manager, Carrizo Springs Comprehensive Plan, City of Carrizo Springs, Texas, July 2020 – January 2021, Grant Total: \$52,620

As Project Manager and lead planner for the Carrizo Springs Comprehensive Plan, Daniel worked with City officials, project engineers, GIS analysts, and the public to draft and submit the plan on behalf of the City of Carrizo Springs. The CDBG Planning and Capacity Grant funded plan included chapters covering various planning topics, including housing, land use, water, wastewater, drainage, streets, and a Capital Improvements plan. Unfortunately, the ongoing COVID-19 pandemic made the plan's production more difficult. Still, the team used data collection innovations and a transition to remote correspondence to deliver the plan on time successfully and

2 YEARS

PLANNING EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Master of Science, Community and Regional Planning, University of Texas at Austin, Texas, May 2018

Bachelor of Arts, Sculpture and Sustainable Design, Colorado College, Colorado Springs, Colorado, 2013

Urban Design Studio Danish Institute for Study Abroad, Spring 2012

HIGHLIGHTS

Public engagement speaking
Green Infrastructure expert

CERTIFICATIONS/ REGISTRATION

Candidate, Certified Planner, American Institute of Certified Planners (AICP), March 2021

TxCDBG Certified Administrator, Texas Department of Agriculture, 2021

TRAINING

Hurricane Harvey/Sandy Dialogues – Coastal Resiliency and CDBG Disaster Relief Training. February 2020

within budget. The City recently accepted the plan and indicated they are looking to move forward with specific recommendations immediately.

Principal Planner, Cypress Creek Nature Preserve Comprehensive Plan, Wimberley Valley Watershed Association/AlvaradoWorks, City of Wimberley, Texas, February 2019 – August 2019

As part of Daniel's ongoing consulting work with the Wimberley Valley Watershed Association (WVWA), he led efforts to produce a comprehensive plan for the Cypress Creek Nature Preserve in the heart of Wimberley, Texas. The popular Creekside preserve began to show signs of overuse, which prompted a collaborative effort between the preserve's neighbors, the Wimberley Community, WVWA, and the local government to adopt a plan that protected the preserve's delicate ecology while ensuring continued public access. Due to passionate views on how the preserve should be used, the plan required lengthy public engagement, including surveys, public meetings, charrettes, and stakeholder negotiations to craft a plan that satisfied all parties. Upon the plan's adoption in August of 2019 by Wimberley City Council, the plan effectively saved the preserve from being closed to the public while providing the City a detailed roadmap for long-term stewardship and improved recreational capacity.

PLANNING AND URBAN ECOLOGY INTERN, AUSTIN, TEXAS, MAY 2018 – AUGUST 2018

Daniel collaborated with planners, ecologists, and designers on community and environmentally driven projects across the county. In this position, he regularly produced maps and documents using data from the Census, U.S. Environmental Protection Agency (EPA), U.S. Geological Survey (USGS), Texas Commission on Environmental Quality (TCEQ), and local governments to demonstrate the complex geographic relationships between population demographics and environmental conditions. For example, he produced a suite of analysis maps and diagrams for the San Antonio Urban Trails Design Strategies document, which he used to identify gaps in the equitable development of active transportation in that city. He also conducted analysis and outreach to develop a regional plan to expand access to active transportation and recreation in parks in Travis, Bastrop, and Caldwell counties in a push to improve health outcomes in under-represented areas. Finally, Daniel conducted significant research for the Living Shorelines Guidelines document for the Texas General Land Office (GLO), which will address climate and disaster resiliency on the Gulf Coast.

KENT BUTLER ENVIRONMENTAL PLANNING INTERN, THE WIMBERLEY VALLEY WATERSHED ASSOCIATION, WIMBERLEY, TEXAS, JUNE 2017 – MAY 2018

As an intern, Daniel consulted with a regional network of stakeholders to research, develop, and implement regenerative water and land resource management strategies.

CIVIC ARTS INTERN, GO COLLABORATIVE, AUSTIN, TEXAS, JUNE 2017 – JANUARY 2018

Daniel supported the principals with client research, outreach, and planning nationwide. In addition, he helped in the development of an arts-based participatory planning course.

TEACHING ASSISTANT, SCULPTURE, UNIVERSITY OF TEXAS, COLLEGE OF FINE ARTS, AUSTIN, TEXAS AUGUST 2016 – MAY 2018

Daniel provided technical and theoretical training on producing contemporary sculpture, installation art, and 3D design.

PLANNING INTERN, FORD, POWELL & CARSON ARCHITECTS, AND PLANNERS, SAN ANTONIO, TEXAS, JUNE 2016 – AUGUST 2016

Daniel supported the principals with marketing, research, design, and client outreach related to Texas planning and architecture projects.

PRODUCTION ASSOCIATE, TALLER-STUDIO CORTES, SAN ANTONIO, TEXAS, JANUARY 2016 – JUNE 2016

Daniel worked alongside a team of skilled artisans to construct urban design features in the Faux Bois style for public and private clients across the country.

DESIGN AND DEVELOPMENT INTERN, CITY OF COLORADO SPRINGS PARKS AND RECREATION DEPARTMENT, COLORADO SPRINGS, COLORADO, JUNE 2013 – AUGUST 2013

Daniel supported the Principal Planner with site research, presentation preparation, overseeing infrastructure installation, data analysis, and public outreach.

DESIGN INTERN, MIER LANDSCAPE DESIGN, AALST, BELGIUM, JUNE 2012 – JULY 2012

Daniel supported the principals in designing and installing native, edible landscapes for private and public clients around Flanders.

CO-CHAIR AND MANAGER, COLORADO COLLEGE BICYCLE COOPERATIVE, COLORADO SPRINGS, COLORADO, 2012 – 2013

Daniel worked in collaboration with student, community, and governmental organizations to grow cycling in Colorado Springs.

EMPLOYMENT HISTORY

- ▶ Associate Planner, GrantWorks, Inc., Austin, Texas, October 2018 – Present
- ▶ Planning and Urban Ecology Intern, Austin, Texas, May 2018 – August 2018
- ▶ Kent Butler Environmental Planning Intern, The Wimberley Valley Watershed Association, Wimberley, Texas, June 2017 – May 2018
- ▶ Planning Intern, Go Collaborative, Austin, Texas, June 2017 – January 2018
- ▶ Teaching Assistant, Sculpture, University of Texas, College of Fine Arts, Austin, Texas, August 2016 – May 2018
- ▶ Planning Intern, Ford, Powell & Carson Architects, and Planners, San Antonio, Texas, June 2106 – August 2016
- ▶ Production Associate, Taller-Studio Cortes, San Antonio, Texas, January 2016 – June 2016
- ▶ Design and Development Intern, City of Colorado Springs Parks and Recreation Department, Colorado Springs, Colorado, June 2013 – August 2013
- ▶ Design Intern, Mier Landscape Design, Aalst, Belgium, June 2012 – July 2012
- ▶ Co-Chair and Manager, Colorado College Bicycle Cooperative, Colorado Springs, Colorado, 2012 – 2013

CYNTHIA VALLEJO-ZBRANAK

ASSOCIATE VICE PRESIDENT, ENVIRONMENTAL

PROJECT ROLE: SENIOR ENVIRONMENTAL SPECIALIST



PROFESSIONAL QUALIFICATIONS

Cynthia Vallejo-Zbranak joined GrantWorks in 2019 after retiring from Texas; she has 27+ years of experience with federally funded programs, including environmental compliance for various HUD-funded programs and project management State of Texas CDBG program. Cynthia brings an in-depth knowledge of the federal regulations for environmental compliance and project implementation of the CDBG program.

As the Senior Environmental Specialist at the Texas Department of Housing and Community Affairs (TDHCA), Cynthia created strategies and guidance to achieve environmental compliance effectively and efficiently. With the Texas CDBG program, Cynthia served in multiple project management roles that gave her direct experience and insight that provided a broader perspective of the program. In her tenure in these agencies, Cynthia created policy, developed application guides, implementation manuals, and scoring criteria, wrote SOPs, conducted community workshops, provided training, and managed projects.

Since 2019, Cynthia acts as an embedded employee of the Texas General Land Office. Working in the environmental division, she provides technical assistance to staff and grantees, performs environmental reviews, and conducts training on the GLO's compliance standards.

RELEVANT EXPERIENCE

ASSOCIATE VICE PRESIDENT OF ENVIRONMENTAL SERVICES, GRANTWORKS, INC., AUSTIN, TEXAS, APRIL 2019 – PRESENT

Senior Environmental Specialist, Hurricane Harvey CDBG-DR Programs Technical Assistance, Texas General Land Office, Austin, Texas, April 2019 – Present

Cynthia conducts environmental reviews for Hurricane Harvey projects, provides ongoing technical assistance on floodplain requirements/issues, and acts as a subject matter expert on environmental compliance requirements. She has helped shape the program's compliance mitigation requirements, produced a comparison of the GLO program and the regular CDBG program, and organized the determinations, waivers, and policies that outline environmental review requirements for the Harvey disaster program. These are the first steps to an SOP and guidance

27+ YEARS

ENVIRONMENTAL EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Business Administration, Business Administration, Texas State University, San Marcos, Texas, 1989

HIGHLIGHTS

27+ years of experience with federally funded programs, including environmental compliance for various HUD-funded programs

CERTIFICATIONS/REGISTRATION

Certified Floodplain Manager

TRAINING

HUD CDBG-DR Advanced Training, February 2020

USACE - Galveston 1-Day Training, January 2020

Managing Floodplain Development, NFIP (TFMA), August 2019

PROFESSIONAL AFFILIATIONS

Member, Texas Floodplain Management Association

Member, Central Texas Association of Environmental Professionals

Member, American Society for Testing & Materials

document for GLO-specific requirements and supporting document requirements. Cynthia has also conducted training on the compliance requirements for the GLO.

SENIOR ENVIRONMENTAL SPECIALIST, TEXAS DEPARTMENT OF HOUSING & COMMUNITY AFFAIRS, AUSTIN, TEXAS, APRIL 2006 – APRIL 2019

Cynthia guided TDHCA in acting as both a Responsible Entity and as HUD for single-family and multi-family projects. In addition, she trained and led a team of environmental specialists in the review of a variety of HUD Part 58 Environmental Submissions as well as programs with environmental requirements not related to Part 58:

- ▶ HOME and ESG (\$35M/\$9M HUD “formula” grant programs)
- ▶ Hurricanes Rita and Ike/Dolly (\$500M/\$1.3B Disaster Funding)
- ▶ NSP and TCAP (\$200M+ in economic stimulus funding through the HERA/ARRA allocations)
- ▶ National HTF and 811 programs (non-Part 58 Environmental Provisions)

Cynthia created protocols for compliance reviews, wrote SOPs and risk reviews for compliance. She also created and provided environmental training annually and as required when rolling out new programs. She partnered with both HUD and GLO on training that encompassed housing and infrastructure environmental requirements.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) SPECIALIST/REGIONAL COORDINATOR, COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM TDHCA/OFFICE OF RURAL COMMUNITY AFFAIRS, AUSTIN, TEXAS, NOVEMBER 1992 – MARCH 2006

With the State of Texas CDBG program, Cynthia served as an EEO Specialist/Regional Coordinator. Later as the Self-help Coordinator for a program, she developed partnerships with five other state agencies and two non-profits. Cynthia managed CDBG eligible projects from inception to completion as a Regional Coordinator, ensuring these projects met all federal, state, and program requirements. In addition, she oversaw reporting as the EEO Specialist and served as the fair housing backup. As the Self-help Coordinator, she developed program guidelines, policies and set funding priorities for the Texas STEP self-help program. Cynthia also provided written guidance through application guides and implementation manuals and provided outreach training in all these capacities.

EMPLOYMENT HISTORY

- ▶ Associate Vice President of Environmental Services, GrantWorks, Inc., Austin, Texas, April 2019 – Present
- ▶ Senior Environmental Specialist, Texas Department of Housing and Community Affairs, Austin, Texas, April 2006 – April 2019
- ▶ EEO Specialist/Regional Coordinator, Community Development Block Grant Program, Texas Department of Housing and Community Affairs, Office of Rural Community Affairs, Austin, Texas, November 1992 – March 2006

BRICE BLOOMER

ENVIRONMENTAL SPECIALIST/TEAM LEAD

PROJECT ROLE: ENVIRONMENTAL SCIENTIST/TEAM LEAD



PROFESSIONAL QUALIFICATIONS

Brice Bloomer joined GrantWorks as an Environmental Specialist. He implements environmental compliance for numerous types of HUD-funded TxCDBG projects. Brice manages a team to research and interpret environmental compliance data to draft and compile Environmental Review Records, including Tiered Reviews; compliance with state and federal laws such as Section 106 of the National Historic Preservation Act, the Clean Air Act, the Safe Drinking Water Act, Executive Orders 11988 and 11990, the Coastal Zone Management Act, the Endangered Species Act; and more; and coordinating with state and federal agencies to facilitate environmental review and clearance.

Brice has over four years of relevant NEPA environmental compliance experience. Before joining GrantWorks, Brice was a Project Scientist at Trileaf Corporation in Austin for several years. Brice worked directly with local landowners and local and state government entities in over 10 states, including Texas. Brice successfully completed over 150 NEPA Reports and environmental assessments, migratory bird studies, biological assessments, and over 100 Phase I Environmental Site Assessments (ESAs). He has worked on threatened and endangered species studies and Phase I ESAs in Arkansas, Arizona, Colorado, Florida, Iowa, Louisiana, Maryland, Massachusetts, Minnesota, Mississippi, New Mexico, Oklahoma, and Texas. Brice also has experience with disaster recovery, public infrastructure construction, environmental compliance requirements for HUD-funded housing projects, parks, coastal projects, and FCC-regulated reports.

RELEVANT EXPERIENCE

ENVIRONMENTAL SPECIALIST AND TEAM LEAD, GRANTWORKS, INC., AUSTIN, TEXAS, MAY 2019 – PRESENT

Environmental Specialist, TxCDBG-DR 2015/2016 Flood Events Housing Assistance Program (HAP), Brazoria County, Texas, May 2019 – Present

Brice is completing the environmental portion of the project upon his hire at GrantWorks. The County proposed to reconstruct approximately 15 houses that were damaged by the major flood event. As this was GrantWorks' first tiered review for the Texas GLO, Brice ensured every section of environmental compliance was met and set an example of high-quality reporting for future environmental

4+ YEARS

ENVIRONMENTAL EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Science,
Environmental Studies, Texas
A&M University, College Station,
Texas, August 2016

HIGHLIGHTS

Over four years of NEPA
experience for multiple federal
agencies

Passionate about environmental
issues for the betterment of the
land and the people

CERTIFICATIONS/ REGISTRATION

TxCDBG Certified Administrator,
Texas Department of Agriculture,
2021

TRAINING

HUD Region VI Environmental
Training, 2019

PROFESSIONAL MEMBERSHIPS

Member, Central Texas
Association of Environmental
Professionals

reviews. Brice and his team environmentally cleared every applicant to adhere to project timelines and avoid extending the process for additional applicants if they did not meet all eligibility criteria.

Environmental Specialist, Phase I Environmental Site Assessments, TxCDBG-DR Multi-family Housing Programs, Multiple Clients, Multiple Locations, Texas, May 2019 – Present

Brice completed environmental compliance for each of the below cities and reviewed Phase I Environmental Site Assessments per review. Each city proposed to construct 8-12 new multi-family rental units. Brice helped draft proposals and procured specialized environmental services to meet project timelines and coincide with environmental reviews.

- ▶ City of Brookshire, Texas; Contact Date: September 2019 – Present
- ▶ City of Corsicana, Texas; Contract Date: July 2018 – Present
- ▶ City of Cross Plains, Texas; Contract Date: February 2020 – Present
- ▶ City of Madisonville, Texas; Contract Date: January 2020 – Present
- ▶ City of Hubbard, Texas; Contract Date: November 2018 – Present

Environmental Scientist, CDBG-DR Buyout and Acquisition Programs, Multiple Clients, Multiple Locations, Texas, May 2019 – Present

Brice is GrantWorks' primary point of contact for subcontractors to review and submit tiered environmental reviews to the Texas GLO for the buyout program. He manages all environmental work for 16 cities and counties in Texas, totaling over \$59 million in funds. The County is using the funds to buy real estate from target areas with high flooding and converting it to green/open space.

PROJECT SCIENTIST, TRILEAF CORPORATION, AUSTIN, TEXAS, OCTOBER 2016 – MAY 2019

Brice worked as a Project Scientist responsible for NEPA reports, Informal Biological Assessments, SHPO procedurals, and 620/621 FCC submittals. He wrote Phase I Environmental Site Assessment (ESA), Phase I Update, and Limited Site Inspection reports. Brice identified Recognized Environmental Concerns (RECs) for project proposals. He used online federal and state databases for ESA reports. Brice also consulted with parcel owners on the property's past/current uses, executed fieldwork observations of project sites, drafted and prepared architectural layout drawings for commercial properties, and calculated dimensions and allowances to accommodate changes. In addition, Brice performed migratory bird evaluations.

AMERICORPS MEMBER, AMERICAN CONSERVATION EXPERIENCE, FLAGSTAFF, ARIZONA, MAY 2016 – AUGUST 2016

As an AmeriCorps Member, Brice built trails, removed invasive species, restored habitat, and practiced environmental conservation. He worked on trails in the Grand Canyon National Park and Rogers Lake Community, removed invasive species at the Colorado National Monument, and fenced in the Petrified Forest National Park.

EMPLOYMENT HISTORY

- ▶ Environmental Specialist and Team Lead, GrantWorks, Inc., Austin, Texas, May 2019 – Present
- ▶ Project Scientist, Trileaf Corporation, Austin, Texas, October 2016 – May 2019
- ▶ AmeriCorps Member, American Conservation Experience, Flagstaff, Arizona, May 2016 – August 2016

JILL HOOKS

LABOR STANDARDS SPECIALIST/TEAM LEAD

PROJECT ROLE: LABOR STANDARDS SPECIALIST/TEAM LEAD



PROFESSIONAL QUALIFICATIONS

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

RELEVANT EXPERIENCE

LABOR STANDARDS SPECIALIST AND TEAM LEAD, GRANTWORKS, INC., KIRBYVILLE, TEXAS, JANUARY 2019 – PRESENT

Labor Standards Specialist, Labor Standards Management on Grant Programs, Multiple Clients, Multiple Locations, Texas, January 2019 – Present

Jill currently serves as the Labor Standards Specialist on Texas Community Development Block Grant (CDBG) projects funded by HUD and administered by the Texas General Land Office (GLO) and Texas Department of Agriculture (TDA). Her work ensures that the project contractors provide payrolls and related paperwork quickly. She often guides contractors to help them submit their payrolls and understand all applicable labor standards requirements. She also works with project managers to ensure that agency reports, and other program documents are completed and submitted.

LABOR STANDARDS OFFICER/VICE PRESIDENT/PROJECT MANAGER/PROJECT ASSISTANT, GARY R. TRAYLOR & ASSOCIATES, INC., AUSTIN, TEXAS, NOVEMBER 2007 – DECEMBER 2018

With Traylor & Associates, Jill coordinated the HOME-funded owner-occupied activities with County Judges in four Texas counties. She worked with potential and approved homeowners, title companies, appraisers, and construction contractors to complete these projects. In 2009, Jill began working with disaster recovery grantees in the Deep East Texas Council of Governments (DETCOG), South East Texas Regional Planning Commission (SETRPC), and Galveston Counties. She specialized in labor standards, but her other duties included Affirmatively Furthering

13+ YEARS

LABOR STANDARDS EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

GED, Newton High School, City, Texas, Year Graduated 1980

HIGHLIGHTS

13+ years of labor standards experience

CERTIFICATIONS/ REGISTRATION

TxCDBG Certified Administrator, Texas Department of Agriculture, 2021

TRAINING

TDHCA HOME Workshop

CDBG Implementation Workshop

DOL Prevailing Wage Seminar

HUD Environmental

HUD Section 3 Training/Workshop

Fair Housing

HUD Labor Standards/Davis Bacon Related Act

Fair Housing (AFFH) and Section 3 reporting. She also assisted with application preparation and documentation for monitoring the review of grant files. As the Labor Standards Officer, Jill was responsible for Section 3 reporting and requirements. She helped prepare CDBG applications, maintained financial and grantee grant files, prepared quarterly reports, worked with project engineering firms, closed out grant files, and prepared files for HUD and GLO grant monitoring. She also conducted pre-construction conferences with contractors, prepared and submitted grant documents to state agencies on behalf of cities and counties, conducted public hearings, presented at city council meetings, and served as the payroll officer.

CASE MANAGER, DEEP EAST TEXAS COUNCIL OF GOVERNMENTS, MARK & LYDIA BEAN COMMUNITY CENTER OUTREACH PROGRAM, NEWTON, TEXAS, MAY 2007 – NOVEMBER 2007

Jill helped applicants apply for assistance under Community Development Block Grants in Newton, Jasper, Sabine, and Tyler Counties, Texas.

CASE MANAGER FOR JASPER/NEWTON COUNTY LONG-TERM RECOVERY COMMITTEE, CITIZENS ORGANIZED FOR RITA RESTORATIONS, KIRBYVILLE, TEXAS, JULY 2006 – MAY 2007

As a Case Manager, Jill managed individual client cases and served as a liaison with the Red Cross, Nehemiah's Vision, and consultants to procure restorative goods and services and new homes for clients. She helped applicants to apply for grants for home restoration.

CO-OWNER/PROPRIETOR, FORREST HILLS INVESTMENTS, INC., CHESTER, TEXAS, 1988 – 2000

Jill was the Co-Owner/Proprietor for Forrest Hills Investments, Inc. She spent 16 years operating a family-owned business. Her responsibilities included financial oversight and personnel management. She supervised the office's day-to-day operations, including three office employees, six truck drivers, and three sawmills. In addition, she served as the liaison between contracted CPA and legal services involving payroll, income tax, and business ventures' legalities.

COMMUNITY AID SPECIALIST, MHMR DEVELOPMENTAL CENTER, KIRBYVILLE, TEXAS, 1982 – 1985

As a Community Aid Specialist, Jill worked with school-age students with disabilities.

EMPLOYMENT HISTORY

- ▶ Labor Standards Specialist and Team Lead, GrantWorks, Inc., Austin, Texas, January 2019 – Present
- ▶ Labor Standards Officer/Vice President/Project Manager/Project Assistant, Gary R. Traylor & Associates, Inc., Austin, Texas, November 2007 – December 2018
- ▶ Case Manager, Deep East Texas Council of Governments, Mark & Lydia Bean Community Center Outreach Program, Newton, Texas, May 2007 – November 2007
- ▶ Case Manager for Jasper/Newton County Long-term Recovery Committee, Citizens Organized for Rita Restorations, Kirbyville, Texas, July 2006 – May 2007
- ▶ Co-Owner/Proprietor, Forrest Hills Investments, Inc., Chester, Texas, 1988 – 2000
- ▶ Community Aid Specialist, MHMR Developmental Center, Kirbyville, Texas, 1982 – 1985

KYUNGAH LIM

GIS/MAPPING ANALYST AND TEAM LEAD

PROJECT ROLE: GIS/MAPPING ANALYST/TEAM LEAD

PROFESSIONAL QUALIFICATIONS

As a Geographic Information Systems (GIS) Analyst and Team Lead, Kyungah Lim creates mapping products for the Planning, Disaster Recovery, and Community Development departments at GrantWorks. She collects population, housing, land use, and drainage data in rural communities throughout Texas to produce maps for comprehensive planning. Kim has managed spatial data for over 15 Comprehensive Plans and 8 Hazard Mitigation Grant Programs. Besides her planning work, she provides census information to help communities qualify for CDBG grant funding.

RELEVANT EXPERIENCE

GIS/MAPPING ANALYST AND TEAM LEAD, GRANTWORKS, INC., AUSTIN, TEXAS, SEPTEMBER 2015 – PRESENT

- ▶ Oversees the mapping needs for GrantWorks, distributes workload among the GIS Team, and coordinates with the GIS Team and other departments
- ▶ Creates and updates workflow documentation and sets standards for data management and mapping
- ▶ Researches, acquires, and organizes company GIS data, which includes Census, remote sensing, natural resource, and natural disaster data
- ▶ Creates maps for CDBG application and management proposals
- ▶ Creates geodatabases and comprehensive plan maps for rural Texas city and county clients while demonstrating cartographic principles and data management practices
- ▶ Administers ArcPad to collect field data for housing, street, and drainage system inventories
- ▶ Creates maps for National Environmental Policy Act (NEPA) environmental reviews for various community development projects

GIS INTERN, TRAVIS COUNTY TRANSPORTATION AND NATURAL RESOURCES DEPARTMENT, AUSTIN, TEXAS, SEPTEMBER 2012 – AUGUST 2013

- ▶ Performed supervised and unsupervised image classifications using infrared and Normalized Difference Vegetation Index (NDVI) images of Travis County's Balcones Canyonlands Preserve (BCP)
- ▶ Constructed Python scripts and models with ArcGIS ModelBuilder to automate the landcover classification process



8+ YEARS

GIS EXPERIENCE

COMPANY

GrantWorks, Inc.

EDUCATION

Bachelor of Arts, Economics,
McCombs School of Business,
University of Texas at Austin,
Texas, December 2010

HIGHLIGHTS

Manages spatial data for 20+ communities

Oversees and produces map products for 5+ CDBG application cycles

CERTIFICATIONS/REGISTRATIONS

Web Developer Specialist
Certification Program, Austin
Community College, Austin, Texas,
December 2014

Geographic Information Systems
Level II Certificate, Austin
Community College, Austin, Texas,
May 2013

TRAINING

Census Training: How to Navigate
data.census.gov, Online, September
2019

ACC GIS Micro Course: Collector,
Austin, Texas, June 2019

Census Training: Accessing Data in
2019, Online, June 2019

- ▶ Extracted information about canopy height and understory vegetation using the LP360 extension and LiDAR data
- ▶ Merged infrared image-derived vegetation type raster layers with LiDAR-derived vegetation height raster layers using Spatial Analyst extension
- ▶ Created a map of edge-to-area ratio for the BCP tracts in support of the 2013 Golden-cheeked Warbler Symposium
- ▶ Developed continuous density (i.e., kernel density) maps identifying yearly concentrations of endangered bird species' breeding territories within the BCP tracts
- ▶ Performed fieldwork for vegetation, bird, and salamander surveys

GIS TUTOR, GIS DEPARTMENT, AUSTIN COMMUNITY COLLEGE, AUSTIN, TEXAS, SEPTEMBER 2012 – AUGUST 2014

- ▶ Provided one-on-one assistance to students enrolled in GIS courses including Introduction to GIS, Advanced Spatial Analysis in GIS, Special Topics in Cartography, Data Acquisition and Analysis in GIS, Introduction to Raster-Based GIS
- ▶ Served as an instructor substitute and answered class-related questions

MATH TUTOR, LEARNING LAB, AUSTIN COMMUNITY COLLEGE, AUSTIN, TEXAS, FEBRUARY 2012 – MAY 2018

- ▶ Provided one-on-one and group tutoring in algebra, trigonometry, calculus, and differential equations

EMPLOYMENT HISTORY

- ▶ GIS Analyst and Team Lead, GrantWorks, Inc., Austin, Texas, September 2015 – Present
- ▶ GIS Intern, Travis County Transportation and Natural Resources Department, Austin, Texas, September 2012 – August 2013
- ▶ GIS Tutor, GIS Department, Austin Community College, Austin, Texas, September 2012 – August 2014
- ▶ Math Tutor, Learning Lab, Austin Community College, Austin, Texas, February 2012 – May 2018

ATTACHMENT 2 – CERTIFICATE OF INSURANCE

GrantWorks has provided a copy of our Certificate of Insurance on the following page.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

05/11/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS 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 Galloway Insurance Agency PO Box 8 1310 S Water Burnet TX 78611		CONTACT NAME: April Roberts PHONE (A/C, No, Ext): (512) 756-2988 E-MAIL ADDRESS: april@gallowayinsurance.com FAX (A/C, No): (512) 756-7308	
INSURED Grantworks, Inc. 2201 Northland Drive Austin TX 78756		INSURER(S) AFFORDING COVERAGE INSURER A: Sentinel Insurance Company, LTD INSURER B: Mercury Insurance INSURER C: CRC GROUP INSURER D: Texas Mutual INSURER E: Twin City Fire Insurance Company INSURER F:	
		NAIC # 11000 29394 22945 29459	

COVERAGES**CERTIFICATE NUMBER:** Cert 5/22/21- 2022**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	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC OTHER:	Y	Y	65SBAZR2028	05/22/2021	05/22/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS ONLY	Y	Y	BA420000005413	05/22/2021	05/22/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ PIP-Basic \$ 2,500
	☒ UMBRELLA LIAB ☐ EXCESS LIAB DED ☒ RETENTION \$ 25,000 OCCUR CLAIMS-MADE	Y	Y	EBU011310940	09/15/2020	09/15/2021	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
	☒ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N ☒ Y	N/A	Y	0002014161	05/22/2021	05/22/2022	PER STATUTE 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
E	Directors & Officers/EPLI			65KB0282050-20	12/01/2020	12/01/2021	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

GrantWorks, Inc. 2201 Northland Dr. Austin TX 78756	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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AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

Page ____ of ____

AGENCY Galloway Insurance Agency		NAMED INSURED Northland li Property LLC
POLICY NUMBER		
CARRIER	NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,****FORM NUMBER:** 25 **FORM TITLE:** Certificate of Liability Insurance: Notes

Please be advised that Waiver of Subrogation coverage is automatically provided by the Business Liability Coverage Form SS0008

ATTACHMENT 3 – STATEMENT OF CONFLICTS OF INTEREST

GrantWorks has identified no potential and/or conflicts with regards to its company or with key employees.



Authorized Signature

June 22, 2021

Date

Bruce J. Spitzengel, President

Print Name & Title

ATTACHMENT 4 – SYSTEM FOR AWARD MANAGEMENT VERIFICATION

GrantWorks has provided a copy of our verification through the Excluded Parties List System (EPLS) in the System for Award Management (SAM) on the following page.

Entity Information Search Results

1 Total Results

Filter by:

duns	Status
963746466	Active

Grantworks, Inc. Active

Entity Registration

DUNS Unique Entity ID: 963746466

Physical Address:

2201 Northland Dr
Austin , TX
78756 USA

Expiration Date:

Sep 02, 2021

SAM Unique Entity ID: UZ9NMVF8SGD8

CAGE/NCAGE: 5JH22

Purpose of Registration:

All Awards

An official website of the United States government
[Here's how you know](#)



Search

e.g. 1606N020Q02, asphz

Search Results

Saved Searches

Select Domain
Entity Information

All Entity Information

Entity Registrations

Disaster Response Registry

Exclusions

Filter By

Keywords

Entity

Entity Name

Bruce Spritzengel

DUNS Unique Entity ID

Example: 123456789

SAM Unique Entity ID

CAGE / NCAGE

Location



Status



Active



Inactive

Reset



No matches found

Your search did not return any results for active records.

Would you like to include inactive records in your search results?

[Yes](#)[Go back](#)[Feedback](#)[Our Website](#)[Our Partners](#)[Policies](#)

Customer Service

**General Services Administration**

This is a U.S. General Services Administration Federal Government computer system that is **"FOR OFFICIAL USE ONLY."** This system is subject to monitoring. Individuals found performing unauthorized activities are subject to disciplinary action including criminal prosecution.

ATTACHMENT 5 – CONFLICT OF INTEREST QUESTIONNAIRE (FORM CIQ)

GrantWorks has provided a signed Conflict-of-Interest Questionnaire (Form CIQ) on the following page.

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

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 ☐ **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?

☐ Yes☐ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes☐ No

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

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

7


Signature of Vendor doing business with the governmental entity

June 22, 2021

Date

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

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

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

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

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

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

(2) the vendor:

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

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

or

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

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

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

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

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

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

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

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

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

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

(1) the date that the vendor:

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

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

(2) the date the vendor becomes aware:

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

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

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

ATTACHMENT 6 – CERTIFICATION REGARDING LOBBYING

GrantWorks has provided a copy of our Certification Regarding Lobbying on the following page.

Certification Regarding Lobbying

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

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

- (a) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (b) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (c) The undersigned shall require that the language paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

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



Signature of Contractor's Authorized Official

Bruce Spitzengel

Printed Name and Title of Contractor's Authorized Official

June 22, 2021

Date

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

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

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

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

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

ATTACHMENT 7 – DISCLOSURE OF LOBBYING ACTIVITIES

GrantWorks has provided a copy of our Disclosure of Lobbying Activities on the following page.

Disclosure of Lobbying Activities

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

(See reverse for public burden disclosure)

Type of Federal Action: _____ a. contract _____ b. grant _____ c. cooperative agreement _____ d. loan _____ e. loan guarantee _____ f. loan insurance	Status of Federal Action: _____ a. bid/offer/application _____ b. initial award _____ c. post-award	Report Type: _____ a. initial filing _____ b. material change
Name and Address of Reporting Entity: _____ Prime _____ Subawardee Tier _____, if Known: Congressional District, if known:		If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime: Congressional District, if known:
Federal Department/Agency:	7. Federal Program Name/Description: CFDA Number, if applicable: _____	
Federal Action Number, if known:	9. Award Amount, if known: \$	
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i>	b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature:  Print Name: <u>Bruce Spitzengel</u> Title: <u>President</u> Telephone No.: <u>(512) 420-0303</u> Date: <u>6/22/2021</u>	
Federal Use Only	Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)	

ATTACHMENT 8 – CERTIFICATE OF INTERESTED PARTIES (FORM 1295)

GrantWorks has provided a copy of our Certificate of Interested Parties - Form 1295 on the following page.

(To be completed by awarded vendor)

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

ATTACHMENT 9 – REQUIRED CONTRACT PROVISIONS

GrantWorks acknowledges and will comply with the ARP required contract provisions. (Note: Some provisions appear to apply to other federal funds and may not necessarily apply to ARP.)

RESOLUTION NO. 08-2021

A RESOLUTION OF THE CITY OF WIMBERLEY, TEXAS, AUTHORIZING PROFESSIONAL SERVICE PROVIDER SELECTION FOR CORONAVIRUS LOCAL FISCAL RECOVERY FUND PROGRAMS THROUGH THE AMERICAN RESCUE PLAN ACT OF 2021.

WHEREAS, participation in federal programs requires implementation by professionals experienced in the administration/project delivery of federally-funded projects and creation of planning documents;

WHEREAS, in order to identify qualified and responsive providers for these services a Request for Proposals (RFP) process for administration and planning services has been completed in accordance with the federal procurement requirements;

WHEREAS, the proposals received by the due date have been reviewed to determine the most qualified and responsive providers for each professional service giving consideration to ability to perform successfully under the terms and conditions of the proposed procurement, integrity, compliance with public policy, record of past performance, and financial and technical resources

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WIMBERLEY, TEXAS, THAT:

Section 1

That GrantWorks, Inc. is selected to provide application and project-related administration/project delivery services for Coronavirus Local Fiscal Recovery Fund program(s).

Section 2

That a cost-price analysis has been conducted and determined the proposed fee to be appropriate and reasonable based upon program requirements and rules.

Section 3

That any and all project-related services contracts or commitments made with the above-named service provider(s) are dependent on the successful negotiation of a contract with the service provider(s).

PASSED AND APPROVED this 1st day of July, 2021.

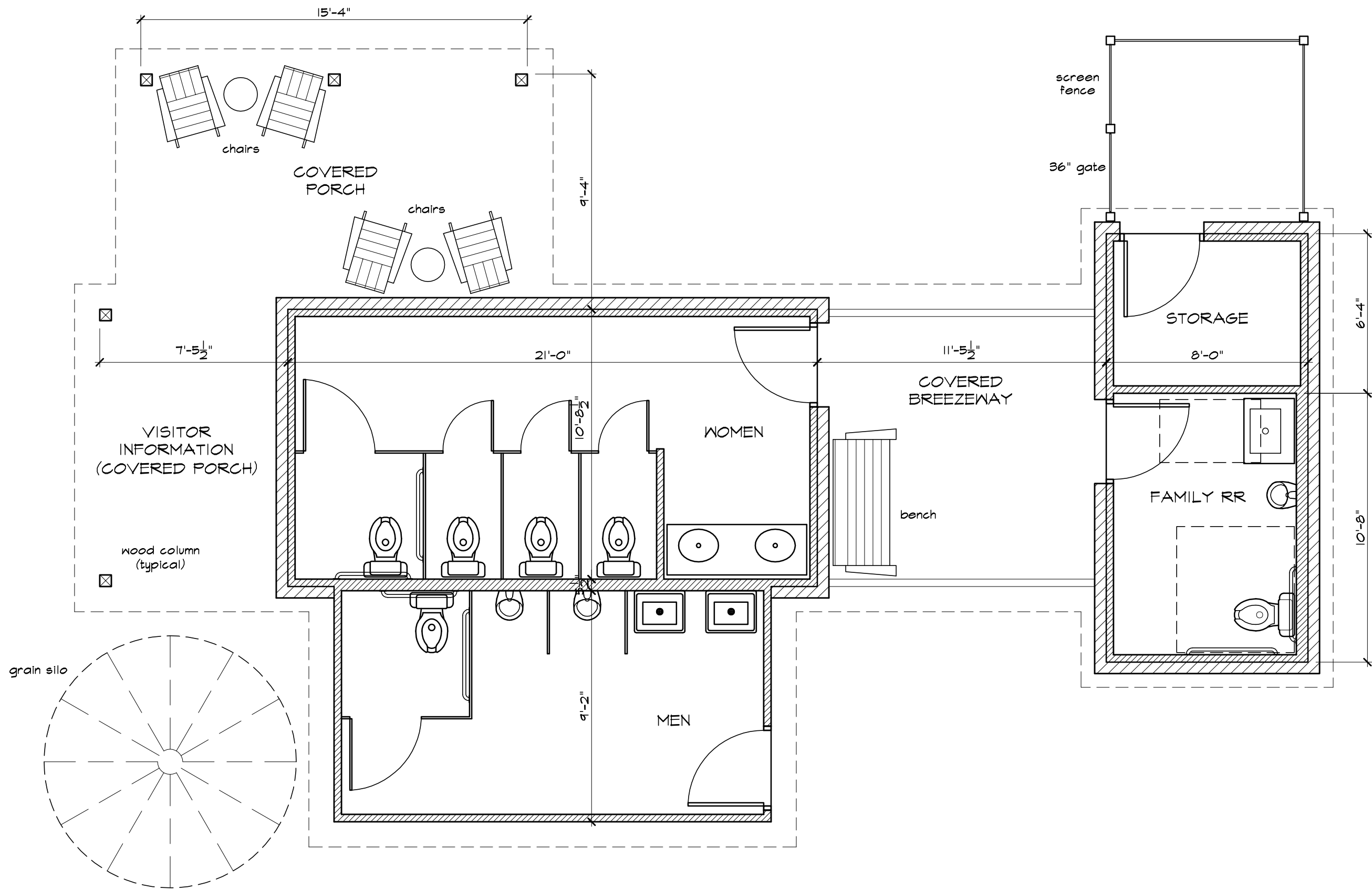
The City of Wimberley, Texas

Gina V. Fulkerson, Mayor

ATTEST:

Laura J. Calcote, City Secretary





NEEL MORTON, AIA
 office of Architecture
 15401 Ranch Road 12, S102
 Wimberley, TX 78676
 512.847.7600

PRELIMINARY
 NOT FOR REGULATORY
 APPROVAL, PERMITTING
 OR CONSTRUCTION

RESTROOM BUILDING

VILLAGE OF WIMBERLEY
 WIMBERLEY, TEXAS

issue purpose	Schematic Floor Plan
drawn by	
issue date	June 16,, 2021
sheet	



AGENDA ITEM:	Discuss Fee-in-Lieu Parking Ordinance
SUBMITTED BY:	Nathan Glaiser, Planning and Development Coordinator
DATE SUBMITTED:	1/28/2021
MEETING DATE:	2/4/2021

AGENDA FORM

ITEM DESCRIPTION/SUMMARY

Adequate parking in the City Center of Wimberley has proven difficult for business owners to provide due to the high density of the area and the small lot sizes. Currently, there are no provisions written into our City Center Overlay ordinance that would mitigate the parking situation on the square. The majority of businesses on the square are not in compliance with current parking ordinances.

Staff has drafted a Parking Fee-in-Lieu Ordinance to bring the businesses into compliance and to allow for the collection of funds to be put towards future parking infrastructure. Essentially, this would allow most businesses within the City Center Overlay to purchase the parking spaces that are required by the current City ordinance. The fees collected would be put into a separate fund that would only be used for future parking infrastructure and services.

REQUESTED ACTION

Motion ☐

Discussion ☒

Ordinance ☐

Resolution ☐

Other ☐

FINANCIAL

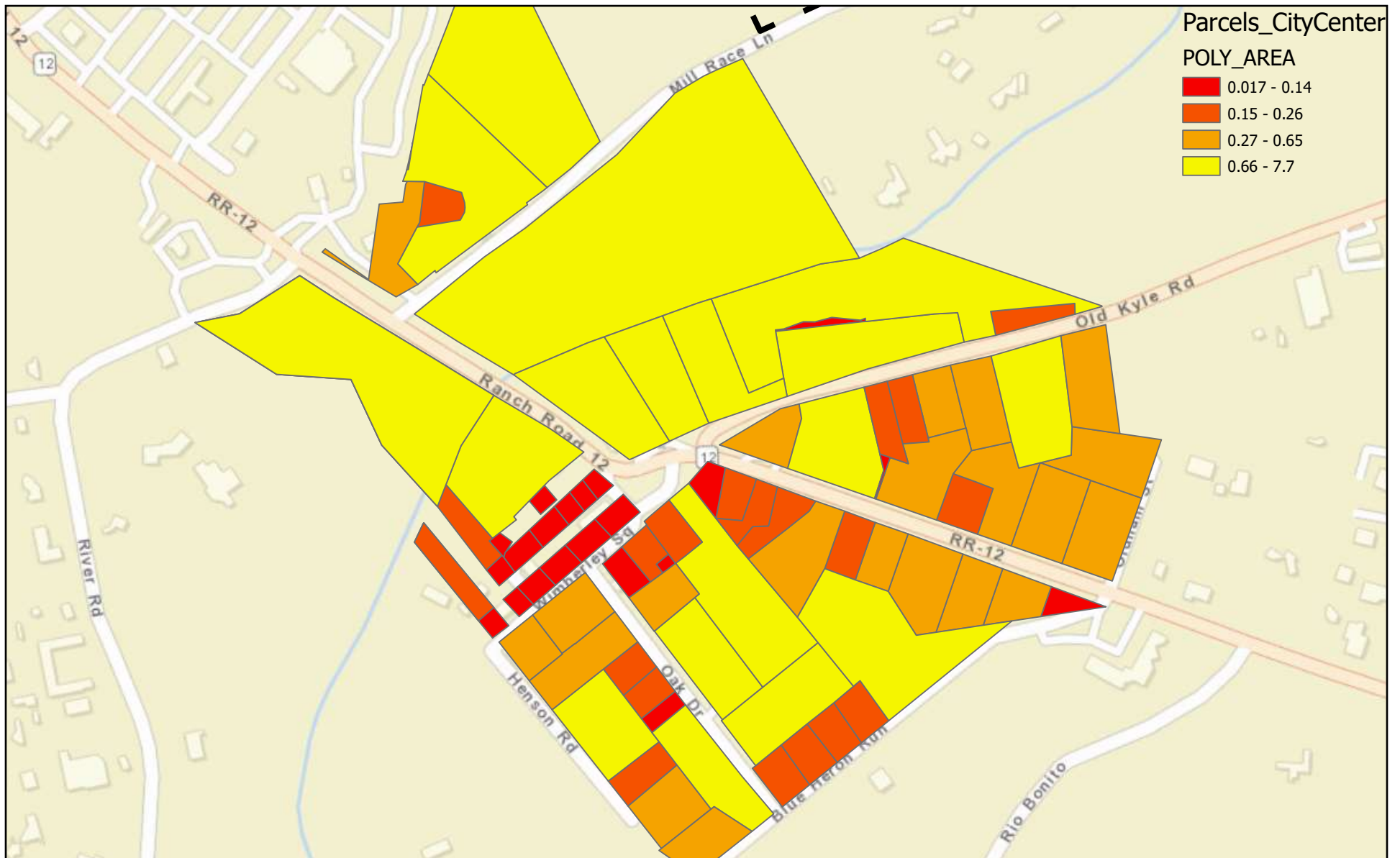
Budgeted Item ☐ Original Estimate/Budget: \$

Non-budgeted Item ☐ Current Estimate: \$

Not Applicable ☒ Amount Under/Over Budget:

ATTACHMENT/S

Draft Fee-in-Lieu Parking Ordinance, City Center Map, Current Parking Ordinance

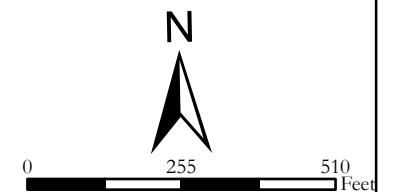


City Center Lots in Acres

© OpenStreetMap (and) contributors, CC-BY-SA, City of Wimberley, Comal County, Esri, HERE, Garmin, INCREMENT P, NGA, USGS HaysCAD
 This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries.

2021

Coordinate System: NAD 1983 StatePlane Texas Central FIPS 4203 Feet



Division 5. Development Standards

Sec. 9.03.181 Off-street parking and loading requirements

(a) Purpose. To secure safety from fire, panic, and other dangers; to lessen congestion on public streets; to facilitate the adequate provision of transportation; to conserve the value of buildings; and to encourage the most appropriate use of land, minimum off-street parking and loading shall be provided as set forth in the following schedules and provisions.

(b) Residential districts; special off-street parking provisions.

- (1) Required off-street parking shall be provided on the same site as the use it is to serve.
- (2) All vehicle parking shall be on a suitable parking surface. All driveways and approaches to parking spaces shall be similarly surfaced.
- (3) No required parking space, garage, carport, or other automobile storage space shall be used for the storage of any heavy load vehicle.

(c) Nonresidential and multi-family districts; special off-street parking provisions.

- (1) To prevent nuisance situations, all parking area lighting shall be designed and operated so as not to reflect or shine on adjacent properties and in accordance with the standards established by the city.
- (2) For safety and firefighting purposes, free access through to adjacent nonresidential parking areas shall be provided in accordance with subsection (j) of this section.
- (3) All off-street parking, maneuvering, loading, and storage areas shall be surfaced in accordance with the parking lot surfacing requirements in the city's ordinances. No parking shall be permitted on grass, within landscaped areas, or on other unimproved surfaces.
- (4) Permanent paved parking spaces shall be permanently and clearly identified by stripes, buttons, tiles, curbs, barriers, or other approved methods. Non-permanent type marking, such as paint, shall be regularly maintained to ensure continuous clear identification of the space.
- (5) Each standard off-street surface parking space size shall be in accordance with the design standards provided herein for space size and design. Specific parking space sizes, exclusive of aisles, driveways, and maneuvering areas, shall be in accordance with the following minimum sizes:
 - (A) Standard: 9.5 feet by 20 feet;
 - (B) Compact: 8.5 feet by 16.5 feet; limited to a maximum of 10% of the required number of parking spaces; must be clearly designated with appropriate signage; and
 - (C) Parallel: 8.5 feet by 25 feet.
- (6) All parking and loading spaces, and vehicle sales areas on private property shall have a vehicle stopping device installed so as to prevent parking of motor vehicles in any required landscaped areas, to prevent vehicles from hitting buildings, to protect public or private utility structures and facilities, and to prevent parked vehicles from overhanging a public right-of-way line, public sidewalk, or adjacent private property. An extra-wide sidewalk on private property may be permitted so as to allow encroachment of vehicle overhang while maintaining an unobstructed 3-foot minimum sidewalk width. The requirement shall apply only where spaces are adjacent to the walks, right-of-way, and required landscaping. Parking shall not be permitted to encroach upon the public right-of-way in any case. For new construction only, all vehicle maneuvering shall take place on-site. No public right-of-way shall be used for backing or maneuvering into or from a parking space, or for circulation within the parking lot.
- (7) In all nonresidential and multi-family zoning districts, the perimeter of all parking lots and driveways shall be provided with concrete curbs or other means to control traffic.
- (8) Refuse storage facilities placed in a parking lot shall not be located in a designated parking or loading space. Each refuse facility shall be located so as to facilitate pickup by refuse collection agencies.
- (9) Handicap parking space(s) shall be provided according to building codes, state laws, and requirements of the Americans with Disabilities Act (ADA).
- (10) In all nonresidential and multi-family zoning categories, designated parking and loading areas shall not be used for the repair, storage, dismantling, or servicing of vehicles or equipment, except for normal maintenance of a private vehicle; or for the storage of materials or supplies; or for any other use in conflict with the designated parking and loading areas (such as advertising or open storage of raw materials).
- (11) To ensure that all requirements set forth in this section are carried forward, it will be the responsibility of the owner of the parking area to adequately maintain the facility. All off-street parking areas shall be kept free of trash, debris, vehicle repair operation, or display and advertising uses. At no time after initial approval of the parking area layout can changes be made in the location and number of provided spaces without approval of the director, or his or her designee.
- (12) Off-street stacking requirements for drive-through facilities:

(A) A stacking space shall be an area on a site measuring 8 feet by 20 feet with direct forward access to a service window or station of a drive-through facility which does not constitute space for any other circulation driveway, parking space, or maneuvering area. An escape lane, of at least 8 feet in width and with negotiable geometric design, must be provided to allow vehicles to get out of the stacking lane in the event of a stalled vehicle, emergency, accidental entry, and the like;

(B) For financial institutions with drive-through facilities, each teller window or station, human or mechanical, shall be provided with a minimum of 5 stacking spaces. One escape lane shall be provided;

(C) For each service window of a drive-through restaurant, a minimum of 6 spaces shall be provided for the first vehicle stop (usually the menu/order board), and 2 spaces shall be provided for each additional vehicle stop (order and pickup windows, and the like). One escape lane shall be provided from the beginning of the stacking lane to the first stop (such as menu/order board);

(D) For retail operations (other than restaurants, banks, and the like) and kiosks that provide drive-up service (such as pharmacy, dry cleaners, and the like), a minimum of 3 stacking spaces for each service window shall be provided;

(E) For a full-service carwash, each vacuum or gas pump lane shall be provided with a minimum of 4 stacking spaces. For the finish and drying area, adequate vehicle stacking and storage space must be provided to keep finished vehicles out of circulation aisles, access easements, fire lanes, streets, and the like;

(F) For each automated self-service (drive-through/rollover) carwash bay, a minimum of 3 stacking spaces, in addition to the wash bay itself, shall be provided. One stacking space shall be provided at the exit end of each wash bay for window-drying and other detailing;

(G) For each wand-type self-service (open) carwash bay, a minimum of 2 stacking spaces, in addition to the wash bay itself, shall be provided. One stacking space shall be provided at the exit end of each wash bay for window-drying and other detailing, unless a separate area or shade structure is provided (outside of circulation aisles) for these activities; and

(H) For automobile quick-lube type facilities, a minimum of 3 stacking spaces shall be provided for each service bay in addition to the service bay(s) itself.

(d) Off-street loading space; all districts.

(1) All retail, commercial, industrial, and service structures shall provide and maintain off-street facilities for receiving and loading merchandise, supplies, and materials within a building or on the lot or tract. All drives and approaches shall provide adequate space and clearances to allow for the maneuvering of trucks off-street. Each site shall provide a designated on-site maneuvering area for trucks. Each off-street loading space may be adjacent to a public alley or private service drive or may consist of a truck berth within the structure. The off-street loading space or truck berth shall consist of a minimum area of 10 by 45 feet, and these spaces or berths shall be provided in accordance with the following schedule:

Total Square Feet of Gross Floor Area in Structure	Minimum Required Spaces or Berths
0 to 10,000 square feet	None
10,001 to 50,000 square feet	1
50,001 to 100,000 square feet	2

(2) In all zoning districts loading docks or service and delivery entrances shall not be constructed facing any public street and shall not be visible from any public street.

(3) Loading docks for any establishment which customarily receives goods between the hours of 9:00 p.m. and 8:00 a.m. and is adjacent to a residential use or district shall be designed and constructed so as to enclose the loading operation on 3 sides, in order to reduce the effects of the noise of the operation on adjacent residences.

(4) Kindergartens, elementary schools, day schools, and similar child training and care establishments shall provide one paved off-street pedestrian loading and unloading space for an automobile on a through, circular drive for each 10 students cared for, excluding child care in a residence. An additional lane shall also be required to allow passby or through traffic to move while automobiles waiting or parked to pick up children occupy loading and unloading areas.

(e) Parking access from a public street; all districts.

(1) In the approval of a detailed site plan, design consideration shall be given to providing entrance and exit drives which extend into the site to provide adequate queuing of vehicles on the site.

(2) In all districts (except all single-family and duplex zoning districts), building plans shall provide for entrance and exit drive(s) appropriately designed and located to minimize traffic congestion or conflict within the site and with adjoining public streets as approved by the director, or his or her designee.

(A) Based upon analysis by the city, if projected volumes of traffic entering or leaving a development are likely to interfere with the projected peak traffic flow volumes on adjoining streets, additional right-of-way and paving in the form of a deceleration lane or turn lane may be required of a developer in order to reduce that interference.

(B) The determination of additional right-of-way or paving requirements shall be made at the time the final site plan is submitted for approval.

(3) Vehicular access to nonresidential uses shall not be permitted from alleys serving residential areas.

(4) Parking space configuration, location, arrangement, size, and circulation in all districts shall be constructed according to current standards.

(f) Parking requirements based upon use. In all districts, there shall be provided at the time any building or structure is erected or structurally altered, or at the time of any change of use, off-street parking spaces in accordance with the following requirements:

(1) Automobile parts sales (indoors): 1 space per 500 square feet of indoor floor area, plus 1 space for each 2,000 square feet of outside sales area;

(2) Automobile sales or service: see motor vehicle sales under subsection (f)(37) below;

(3) Bank, savings and loan, or similar institution: 1 space per 200 square feet of gross floor area, in addition to required stacking spaces (see subsection (c));

(4) Bowling alley or center: 6 parking spaces for each alley or lane;

(5) Bus or truck repair, storage area, or garage: 1 space for each 500 square feet of floor area and repair garage with a minimum of 5 spaces;

(6) Business or professional office (general): 1 space per 300 square feet of gross floor area, except as otherwise specified herein;

(7) (A) Carwash (self-serve): 1 space per washing bay or stall, in addition to the washing areas or stalls themselves and required stacking spaces; or

(B) Carwash (full service): 1 space per 150 square feet of floor area, in addition to the required stacking spaces (also see subsection (c)(12)).

(8) Church, rectory, or other place of worship: 1 parking space for each 3 seats in the main auditorium or sanctuary (see subsection (g)(2));

(9) College or university: 1 space per 3 day students, based upon maximum occupancy or enrollment numbers;

(10) Commercial amusement (indoor): 1 space per 100 square feet of gross floor area, or as follows:

(A) Racquetball or handball courts: 3 spaces for each court;

(B) Indoor tennis courts: 6 spaces for each court;

(C) Gymnasium, skating rinks, and martial arts schools: 1 space for each 3 seats at a maximum seating capacity, based upon maximum occupancy, plus 1 space for each 200 square feet;

(D) Swimming pool: 1 space for each 100 square feet of gross water surface and deck area;

(E) Weight lifting or exercise areas: 1 space for each 100 square feet;

(F) Indoor jogging or running tracks: 1 space for each 100 linear feet;

(G) Motion picture theaters (which do not include live performances):

(i) 1 space per 3.5 seats for single-screen theaters; or

(ii) 1 space per 5 seats for motion picture theaters with 2 or more screens (see subsection (g)(2)).

(H) Amusement center: 1 space for each game table and 1 space for each amusement device; and

(I) All areas for subsidiary uses not listed above or in other parts of this section, such as restaurants, office, and the like, shall be calculated with the minimum specified for those individual uses.

(11) Commercial amusement (outdoor): 10 spaces, plus 1 space for each 500 square feet over 5,000 square feet of building and recreational area;

(12) Commercial use: 1 space per 250 square feet of floor area;

(13) Community center, library, museum, or art gallery: 10 parking spaces, plus 1 additional space for each 300 square feet of floor area in excess of 2,000 square feet. If an auditorium is included as a part of the building, its floor area shall be deducted from the total and additional parking provided on the basis of 1 space for each 4 seats that it contains (see subsection (g)(2));

(14) Convenience store with gasoline pumps: 1 space per 200 square feet of floor area, plus 1 space for each gasoline pump unit (a unit may have up to 6 nozzles for gasoline dispensing). Spaces within pump areas qualify as spaces for the parking

requirement. If no gasoline sales are provided, then the parking requirements shall be the same as for a retail store. Adequate space shall be provided for waiting, stacking, and maneuvering automobiles for refueling. (See also subsection (g)(6));

(15) Dance/aerobics studio, or assembly/exhibition hall without fixed seats: 1 parking space for each 100 square feet of floor area thereof;

(16) Day nursery: 1 space per 10 pupils, based upon maximum occupancy or licensing capacity, plus 1 space per teacher, plus 1 space for each bus or van;

(17) Defensive driving school or class: 1 space for each classroom seat (see subsection (g)(2));

(18) Fraternity, sorority, or dormitory: 1 parking space for each 2 beds on campus, and 1.5 spaces for each 2 beds in off-campus projects;

(19) Furniture or appliance store, hardware store, wholesale establishments, clothing or shoe repair or service: 2 parking spaces, plus 1 additional space for each 300 square feet of floor area over 1,000 square feet;

(20) Gasoline station: 1 space per 200 square feet of floor area, plus 1 space for each gasoline pump unit (a unit may have up to 6 nozzles for gasoline disbursement). Spaces within pump areas qualify as spaces for the parking requirement. Adequate space shall be provided for waiting, stacking, and maneuvering automobiles for refueling (see also subsection (g)(6));

(21) Golf course: 4 parking spaces per hole or green, plus requirements for retail, office, and club house areas, and 1 space per each 2 employees;

(22) Golf driving range: 1.5 spaces for each driving tee;

(23) Health club, health spa, or exercise club: 1 space per 150 square feet of floor area;

(24) Hospital: 1 space for each 2 beds or examination room, whichever is applicable, plus 1 space for every 2 employees during periods of full occupancy;

(25) Hotel or motel: 1 space per room, plus 1 space per 5 restaurant or lounge area seats, based upon maximum occupancy, plus 1 space per 125 square feet of meeting and conference areas.

(A) One and one-half spaces per room which contains kitchenette facilities, plus parking for restaurant and meeting areas per ratio stated in this subsection (26).

(B) Two spaces per guest room provided with full kitchen facilities, plus parking for restaurant and meeting areas per the ratio stated in this subsection (26).

(C) One space for every 2 employees during peak (such as busiest) time periods when the hotel or motel is fully occupied.

(26) Industrial (light) uses: 1 space for each 1,000 square feet of floor area;

(27) Institutions of a philanthropic nature: 10 spaces, plus 1 space for each employee;

(28) Library or museum: 10 spaces, plus 1 space for every 300 square feet;

(29) Lodge or fraternal organization: 1 space per 200 square feet;

(30) Lumber yard or home improvement center: 1 space per 400 square feet display area, plus 1 space per 1,000 square feet of warehouse;

(31) Machinery or heavy equipment sales: 1 space per 500 square feet of gross floor area;

(32) Mobile home or mobile home park: 2 spaces for each mobile home unit, plus visitor or supplemental parking in accordance with section 9.03.080(a)(2), plus additional spaces as required herein for accessory uses;

(33) Manufacturing, processing, or repairing: 1 space for each 2 employees or 1 space for each 1,000 square feet of total floor area, whichever is greater;

(34) Medical or dental office: 1 space per 200 square feet of floor area. Facilities over 20,000 square feet shall use the parking standards set forth for hospitals;

(35) Mini-warehouse: 4 spaces per establishment, plus 1 additional space per 10,000 square feet of storage area;

(36) Mortuary or funeral home: 1 parking space for each 200 square feet of floor space in slumber rooms, parlors, or individual funeral service rooms, or 1 space for each 3 seats in the auditorium or sanctuary (see subsection (g)(2)), whichever is greater. Adequate on-site stacking spaces shall also be provided for the organization and forming of processions so that these activities do not cause excessive or extended traffic congestion or delays on a public roadway;

(37) Motor vehicle sales and new or used car lots: 1 parking space for each 500 square feet of sales floor/office and other indoor uses, plus 1 parking space for each 1,000 square feet of exterior lot area used for storage, sales, and parking areas, plus 1 parking space per repair bay in service areas (indoors or outdoors), plus 1 parking space per service or towing vehicle to be stored on-site;

- (38) Nursing home, convalescent home, or home for the aged: 1 space per 6 beds, plus 1 parking space for each 300 square feet of floor area devoted to offices, cafeterias, exercise and therapeutic rooms, and other similar ancillary uses, plus 1 space for every 2 employees at full occupancy;
- (39) Office (administrative or professional): 1 space for each 300 square feet of floor area;
- (40) Outdoor display: 1 space for each 600 square feet of open sales and display area;
- (41) Places of public assembly not listed: 1 space for each 3 seats provided (see subsection (g)(2));
- (42) Real estate office: 1 space for each 200 square feet;
- (43) Restaurant, private club, nightclub, cafe, or similar recreation or amusement establishment: 1 parking space for each 100 square feet of seating or waiting area, or 1 space for every 3 seats under maximum seating arrangement (such as occupancy), whichever is greater; required parking spaces are in addition to any stacking spaces that may be required for drive-through facilities (see subsection (c)(11) [(c)(12)]);
- (44) Retail or personal service establishment, except as otherwise specified herein: 1 space per 200 square feet of gross floor area, in addition to any required stacking spaces for drive-through facilities (see subsection (c)(11) [(c)(12)]);
- (45) Retirement housing for the elderly (independent living): 1.5 spaces for each dwelling unit, plus any additional spaces for accessory retail, office, service, or recreational uses as defined for those uses;
- (46) Rooming or boarding house: 1 parking space for each sleeping room, plus 1 parking space for each host resident or employee during maximum (such as peak) shift;
- (47) Sanitarium or similar institution: 1 parking space for each 6 beds, plus 1 parking space for every 2 employees at maximum (such as peak) shift and full occupancy;
- (48) School, elementary (grades K-6): 1 parking space for each 15 students (design capacity);
- (49) School, secondary or middle (grades 7-8): 1 parking space for each 12 students (design capacity);
- (50) School, high school (grades 9-12): 1 space for each 3 students, faculty, and staff (design capacity);
- (51) Storage or warehousing: 1 space for each 2 employees or 1 space for each 1,000 square feet of total floor area, whichever is greater;
- (52) Telemarketing: 1 space for each 250 square feet of space;
- (53) Theater, indoor or outdoor (live performances), sports arena, stadium, gymnasium, or auditorium, except school auditorium: 1 parking space for each 3 seats or bench seating spaces (see subsection (g)(2));
- (54) Truck stops: 1 truck parking space for each 10,000 square feet of site area plus 1 vehicle parking space per 200 square feet of building area;
- (55) Veterinarian clinic: 1 space per 300 square feet of gross floor space; and
- (56) Warehouse or wholesale type uses: 1 space for 5,000 square feet of gross floor area.

(g) Rules for computing number of parking spaces. In computing the number of parking spaces required for each of the above uses, the following rules shall govern.

- (1) "Floor area" shall mean the gross floor area of the specific use.
- (2) "Seat" shall be interpreted as follows:
 - (A) For fixed (such as church pews, grandstands, benches, and the like) seating, one seat equals 1.75 feet of length; and
 - (B) For flexible (such as folding chairs, and the like) seating areas, one seat equals 8 square feet of floor area occupied by that seating area (includes aisles).
- (3) Where fractional spaces result, the parking spaces required shall be constructed up to the next whole number.
- (4) The parking space requirements for a new or unlisted use not specifically mentioned herein shall be the same as required for a use of similar nature. If the proposed use is not similar to any of the uses listed herein, a determination shall be made by the director, or his or her designee, in accordance with the requirements for the most closely related use specified in this section.
- (5) Whenever a building or use is changed or enlarged in floor area, number of employees, number of dwelling units, seating capacity, or otherwise, to create a need for an increase of 10% or more in the number of existing parking spaces, those spaces shall be provided on the basis of the enlargement or change.
- (6) For buildings which have mixed uses within the same structure (such as retail and office), the parking requirement shall be calculated for the most intensive use. In cases where the design of the interior of the structure is not practical for alteration, the parking requirement may be calculated for each use within a structure for buildings over 40,000 square feet.
- (7) Shared parking may be allowed in the case of mixed uses (different buildings) under the following conditions. Up to 50% of the parking spaces required for a theater or other place of evening entertainment (after 6:00 p.m.), or for a church, may be

provided and used jointly by banks, offices, and similar uses not normally open, used, or operated during evening hours. Shared parking must be on the same parking lot. Reduction due to shared parking shall be determined by the director or his or her designee. To ensure retention of the shared parking spaces, each property owner shall properly draw and execute a document expressing the same and shall file this agreement with the city.

(8) In the O-1, O-2, L-1, and L-2 districts, compact car parking spaces may be permitted when approved as part of a detailed site plan by the planning and zoning commission, provided one of the following conditions applies:

- (A) Where it is necessary to preserve the natural landscape and native trees, a maximum of 10% of required parking may be designed for compact cars;
- (B) On parking lots larger than 50 spaces involving large industrial buildings or large offices and where there is only one tenant, a maximum of 10% of the required parking may be for compact cars; or
- (C) On parking lots larger than 50 spaces involving a shopping center, a maximum of 10% of the required parking may be for compact cars.

(h) Location of parking spaces. All parking spaces required herein shall be located on the same lot with the building or use served, except as follows.

(1) Where an increase in the number of spaces is required by a change or enlargement of use or where the spaces are provided collectively or used jointly by 2 or more buildings or establishments, the required spaces may be located not to exceed 600 feet from any nonresidential building served.

(2) In any case where the required parking spaces are not located on the same lot with the building or use served, or where the spaces are collectively or jointly provided and used, approval by the planning and zoning commission and the city council is required according to the following criteria:

- (A) Off-site parking may be permitted on an immediately contiguous lot or tract, or on a lot or tract within 150 feet, or 1,000 feet within the C-2 zoning district, of the building or structure, provided:
 - (i) A permanent easement of the parking facilities in favor of the premises to be benefitted shall be dedicated and recorded as a condition of that use; or
 - (ii) A long-term remote parking lease agreement be provided upon approval by the city as a condition of that use.

(3) Parking in the village center shall conform to the specific requirements for the City Center overlay district.

(i) Use of required parking spaces; nonresidential districts. Required off-street parking and loading spaces shall be used only for these respective purposes and shall not be used for refuse containers, cart corrals, recycling kiosks, storage or permanent display of boats, trailers, campers, motor vehicles, or other goods, materials, or products for sale.

(j) Fire lanes. Fire lanes shall be provided in all multi-family and nonresidential developments, as required by the adopted fire code of the city (also see [article 9.02](#) for certain fire lane regulations).

(Ordinance 2001-010, sec. 44, adopted 4/1/01; Ordinance 2003-006 adopted 7/3/03; 2006 Code, sec. 155.075; Ordinance 2011-004, sec. II(B), adopted 1/20/11; Ordinance adopting 2018 Code)

Sec. 9.03.181

(g) City Center Overlay Parking: (Draft)

(1) Fee-in-Lieu of Parking Spaces.

(a) Within the City Center Overlay, (as defined in Sec 9.03.222), a property owner who is unable to provide the required number of parking spaces for non-residential uses may request to pay a fee in-lieu to the City of Wimberley Downtown Parking Fund for each parking space that is not provided, if the request for reduced parking meets the criteria contained herein. Payments to the fund will be on a per unprovided parking space basis as set out in Article 9.05, Development Fees. Payments to the Downtown Parking Fund will be used for the sole purpose of constructing, maintaining, and improving public parking on public property within the City Center Overlay, in an area adjacent to the City Center Overlay, including but not limited to on-street parking, public parking lots, public parking garages, and for non City Center Overlay adjacent property with shuttle service and/or for shuttle service to such non-adjacent property.

(b) When an existing building has the gross floor area within the existing building perimeter enlarged, rehabilitated, or remodeled, without enlarging the building footprint, then the building conversion or improvement shall not require additional off-street parking, so long as the existing off-street parking spaces utilized by said building are maintained, and in the case of commercial buildings, where there is no change in use.

(c) For commercial buildings where: (1) there is a change in use; or (2) when an existing building footprint is being enlarged within the City Center Overlay Boundary, the building owner shall only be required to provide seventy five percent **(XX%)** of the off-street parking requirements for the total building area as listed in Sec. 9.03.181(f).

(d) For new commercial buildings and instances where a structure is completely demolished, and where a new building is constructed, then the property owner shall only be required to provide seventy five percent **(XX%)** of the off-street parking requirements as listed in the Sec. 9.03.181(f).

(e) Where additional parking is required, then the applicant/property owner shall provide a detailed plan demonstrating how the site meets the City's parking standards, as amended herein for the City Center Overlay, or pay the fee-in-lieu, as adopted in accordance with Article 9.05, for the necessary number of parking spaces to serve the site. The fee is required to be paid prior to issuance of a building permit or certificate of occupancy.

(f) Residential and hotel type uses shall not be eligible to pay the fee-in-lieu, nor are they allowed the reduced off-street parking requirements unless the City Administrator approves the fee-in-lieu based on the site and requested use. The City Administrator may require a parking study, engineering studies, or other applicable information in order to determine whether the fee-in-lieu should be

approved prior to approving the applicants request for fee-in-lieu for residential/hotel type uses.

(g) With the exception of approved special exceptions related to the location of parking described in Sec. 9.03.181(h) below, no new parking special exceptions, alternative parking plans, or joint-use agreements shall be granted within the City Center Overlay, all properties shall comply with the amended parking requirements found herein, either by providing the required number of spaces, paying the fee-in-lieu as delineated in Article 9.05 Development Fees, or a combination of the two. Nothing in this subsection shall affect existing parking special exceptions, alternative parking plans, or joint-use agreements.

(h) Any parking special exceptions, alternative parking plans, or joint-use agreements that were approved prior to the adoption of this ordinance shall be required to comply with all requirements set forth by the Board of Adjustment or other body at the time the request was approved.

Appendix A

Proposed Fee-in-lieu Structure

The first 3 spaces shall require payment of \$5,000 per space. The next two spaces shall require payment of \$6,500 per space. Any additional spaces (above 5) require payment of \$8,000 per space.

TABLE 1

# Of Parking Spaces Needed	Total Fee
1	\$5,000
2	\$10,000
3	\$15,000
4	\$21,500
5	\$28,000
6	\$36,000
7	\$44,000
8	\$52,000
9	\$60,000
10	\$68,000