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March 10, 2023

Chantell O'Neal, Assistant Director; Engineering  
City of Fort Bragg  
416 North Franklin Street  
Fort Bragg, CA 95437

**Subject: On-Call Grant Writing Services**

Assistant Director O'Neal and the Evaluation Committee:

**Evan Brooks Associates, Inc. (EBA)** — a certified disadvantaged, small business enterprise (D/SBE) and a California Corporation — is pleased to present this proposal to secure funding for projects and programs that achieve the City of Fort Bragg's (City) goals and vision of creating a healthier, more resilient, prosperous, sustainable, and safe future for all community members.

Our experienced team of grant writers, planners, greenhouse gas (GHG) analysts, cost estimators, funding specialists, graphic designers, and cartographers have been successfully securing grants for more than a decade, totaling more than \$2.2 billion in funding from sources such as the Active Transportation Program (ATP), Highway Safety Improvement Program (HSIP), Federal Transit Authority (FTA) Transit Oriented Development (TOD), Transit and Intercity Rail Capital Program (TIRCP), Habitat Conservation Fund (HCF), Statewide Park Program (SPP), Urban Forestry, Urban Rivers, and Urban Greening.

We are committed to not only meeting the City's grant securing needs, but to exceeding them. Our project manager, Daniel Bartelson, MPA, MBA, has more than 20 years of experience managing similar bench and on-call contracts. With his leadership, EBA's team will prepare high-quality, captivating, and data-driven applications that get funded. As Los Angeles County Metropolitan Transportation Authority's (Metro) former Capital Planning and Programming Manager and EBA's President, I, Hal Suetsugu, will manage grant awarded funds, assuring compliance with grant conditions, and, when necessary, provide updates and reports on grant activities to funding sources.

Please feel free to contact me via telephone **(626) 799-8011** or via email at **hal@ebaplanning.com** should you like to schedule an interview. We look forward to hearing back from you!

Best regards,



Mr. Hal Suetsugu, President  
**Evan Brooks Associates, Inc.**

## SCOPE OF WORK

### UNDERSTANDING

Like several coastal communities throughout California, the City of Fort Bragg (City) faces many challenges, from environmental issues, such as rising sea levels, flooding, and erosion, to transportation and infrastructure. Isolated from major urban centers and lacking convenient transportation options, many residents rely on personal vehicles to access essential services. The city’s aging infrastructure and narrow roads also pose challenges, particularly during peak tourist season when traffic can become congested. Water resources are also a concern, as the city is susceptible to droughts and relies on limited local water sources. Additionally, the CV Starr Community Center, a vital community resource, requires significant upgrades and maintenance to continue serving the community effectively. Finally, limited green spaces throughout the community make it difficult to provide adequate outdoor recreational opportunities for residents.

To address these and other issues, the City is proactively seeking a consultant or a bench of consultants that can acquire and manage grant

funding to make meaningful progress toward meeting its constituents’ needs and providing top-quality services while sustaining a sound fiscal position.

Via this contract, the City has a profound opportunity to expand its capabilities and, ultimately, continue improving the quality of life for residents and visitors. By increasing available City funding to pay for community-supported projects and programs, community members will be able to enjoy things they want, like increased mobility via better designed streets that benefit all users (e.g., motorists, pedestrians, bicyclists, and transit-users); upgraded parks and community connections; and sustainable development that protects the City’s environment for future generations to come. The City has a profound opportunity to meet its goals and objectives to its constituents by selecting consultants that are committed to help secure and manage grant funding that makes its projects and programs a reality.

Our team is committed to ensuring the success of this contract. We have learned from previous experiences (*Figure 7*) and understand that

**Figure 7. Lessons Learned**

- Lessons Learned**
- Review the proposed city project carefully utilizing past award lists (i.e., what the funding agency has historically funded) and the evaluation criteria for the current cycle under the grant program being considered.** This exercise will allow you to save resources by only preparing applications with high funding potential.
- Utilize independent quality assurance/quality control protocols and establish a review process with relevant stakeholders to ensure accuracy and completeness of the application.** A siloed approach will ensure every application is double, even triple checked before submittal.
- Test submission portals** in advance and submit early.
- Maintain an online folder to share and house all information** (e.g., Dropbox).
- Develop naming conventions** for files to ease workflow.
- Regularly communicate with funding agencies after an award is made.** Though it may not be explicitly stated anywhere, proactively ensuring you are meeting reporting requirements makes a huge impact to the success of obtaining future grants from that agency. If you don’t, you risk being blacklisted!

this contract can become deadline-driven and resource-intensive, especially when multiple grant opportunities are released and due within days. As such, we will provide all services requested, including, but not limited to:

- ✓ **Match** grants to City endeavors utilizing grant databases (e.g., Grant Finder, eCivis, Grants.gov, and CA.gov/grants);
- ✓ **Identify**, in collaboration with the City, which grants to pursue by involving staff in the decision making process;
- ✓ **Prepare** well-written grants by assigning writers with the appropriate expertise and with a high success rate for the grant program;
- ✓ **Bring together** appropriate stakeholders and utilize existing relationships with funding agency staff and their directives throughout the grant development process;
- ✓ **Manage** grant awarded funds, assuring compliance with grant conditions, and,

when necessary, provide updates and reports on grant activities to funding sources;

- ✓ **Seek** to understand City goals, finances, and stakeholder relationships and work to support and strengthen all of them.

## METHODOLOGY TO IDENTIFY GRANTS

Our team will partner with City staff, working one-on-one to build a sustainable grants management program. Project Manager, Daniel, will attend the City's project kick-off meeting. The meeting will be a time to discuss current and proposed project funding needs, including City Council goals, objectives, and City staff expectations.

Using our collected information from the kick-off meeting, as well as reviewing the City's capital improvement plan, we will prepare a draft funding forecast (**Figure 8**) that shows upcoming grants that align with City projects/needs. The

Figure 8. Example of a Grant Funding Forecast

City of Bogeman						evan brooks associates		
Grant Funding Forecast/Schedule								
Last Updated: October 9, 2022 10:08 PM								
Fall 2022			Winter 2022-23					
Sept	Oct	Nov	Dec	Jan	Feb	Ongoing/Rolling Deadline	TBD (NOFA unavailable)	City Priority Projects
<p><b>Quote submitted!</b></p> <p>Funding for development of a comprehensive safety action plan</p> <p>U.S. Department of Transportation: Safe Streets and Roads for All (SS4A) Grant Program</p> <p>Due: September 15, 2022</p>	<p>Grade Separated Railroad Crossing (reconnecting bridge to northern neighborhood/city limits) QR Railroad Crossing Quiet Zone</p> <p>U.S. Department of Transportation: Railroad Crossing Elimination Grant</p> <p>Due: October 4, 2022</p>		<p>Grade Separated Railroad Crossing (reconnecting bridge to northern neighborhood/city limits) QR Railroad Crossing Quiet Zone</p> <p>U.S. Department of Transportation: Consolidated Rail Infrastructure &amp; Safety Improvement (CRISI) Grant Program</p> <p>Due: December 1, 2022</p>			<p>Sourdough Intake QR City Parking Garage w/ roof-top solar array and battery backup</p> <p>U.S. Department of Commerce, Economic Development Administration (EDA): Public Works and Economic Adjustment Assistance Program including CARES Act and American Rescue Plan Act Funding</p> <p>Due: Ongoing</p> <p>Consult with EDA (Glenn Pratt spratt@eda.gov).</p>	<p>Grade Separated Railroad Crossing (reconnecting bridge to northern neighborhood/city limits)</p> <p>U.S. Department of Transportation: Bridge Formula Program (BFP)</p> <p>Due: TBD</p> <p>Montana Department of Transportation (MDT) will receive funding</p>	<p>Solar Arrays with Battery Storage at City Facilities</p> <p>---</p> <p>Net Zero Energy Rebate Program</p> <p>---</p> <p>Electric Vehicle Charging Stations</p> <p>---</p>
<p><b>Quote submitted!</b></p> <p>Tourism and recreation projects, such as infrastructure upgrades that enhance visitor experience and increase expenditures, online branding of destinations, heritage preservation, wayfinding, etc.</p> <p>Montana Department of Commerce: Tourism Grant Program</p> <p>Due: September 15, 2022</p>	<p>Up to \$4 million to entities willing to introduce and prepare justice-involved youth and young adults for the world of work through placement into paid work experiences. The goal is to introduce and prepare youth for the world of work, help youth identify career interests, attain relevant skills and gain work experience</p> <p>U.S. Department of Labor: Growth Opportunities</p> <p>Due: October 5, 2022</p>		<p>Up to \$2 million to conduct demonstration projects focused on advanced smart city or community technologies and systems in a variety of communities to improve transportation efficiency and safety.</p> <p>U.S. Department of Transportation: Strengthening Mobility and Revolutionizing Transportation (SMART)</p> <p>Due: December 18, 2022</p>			<p>Funding to revitalize a town hall, a senior center, a local little league field, a library, or any space where friends and neighbors gather.</p> <p>T-Mobile: Hometown Grants Program</p> <p>Due: Quarterly (for next 5 years)</p> <p>Must have "shovel ready" plans. Population of city/town must be at or under 50,000.</p>	<p>Solar Arrays with Battery Storage at City Facilities QR Net Zero Energy Rebate Program QR Scalable Renewable Energy Source Development (Wind and Solar)</p> <p>U.S. Department of Energy: Energy Efficiency and Conservation Block Grant Program</p> <p>Due: TBD</p> <p>NOFA expected in 4th quarter of 2022!</p>	<p>Scalable Renewable Energy Source Development (Wind and Solar)</p> <p>---</p> <p>Railroad Crossing Quiet Zone</p> <p>---</p> <p>City Parking Garage w/ roof-top solar array and battery backup</p> <p>---</p>
<p>Funding for capital projects that support the purchase, design, construction, restoration, or renovation of buildings or sites of national, historical, architectural, or cultural significance and facilities that house humanities collections or are used for humanities activities.</p> <p>National Endowment for the Humanities: Infrastructure and Capacity Building Challenge Grants — Capital Projects</p> <p>Due: September 27, 2022</p>	<p>Grade Separated Railroad Crossing (reconnecting bridge to northern neighborhood/city limits)</p> <p>U.S. Department of Transportation: Reconnecting Communities Pilot Program</p> <p>Due: October 13, 2022</p> <p>Necessary feasibility studies and other planning activities must be completed to apply for capital construction grant! Will fund planning activities, if needed.</p>						<p>Electric Vehicle Charging Stations.</p> <p>U.S. Department of Transportation: Charging and Fueling Infrastructure Grants</p> <p>Due: TBD</p> <p>NOFA expected in Winter 2022-2023</p>	<p>Transportation / Interstate / Highway On and Off-ramp</p> <p>---</p> <p>Water/Sewer - Sourdough Intake</p>

forecast will serve as a living document, providing the City with clarity and an action plan to start applying for grant opportunities. The forecast will be provided in Microsoft Excel to ensure City staff can edit and update as needed.

Additionally, we will prepare and submit grant opportunity reports. The reports identify potential funding opportunities, including, but not limited to, Federal, State, local, foundation, and private grants that can be used to fund and implement City project. The report will provide crucial information on the viability of each grant in relation to the time and resources required to pursue and manage it.

The process of finding grants can be time-consuming and daunting; however, our team actively monitors and tracks existing programs throughout the year using online resources and internal grant calendars that show us when a grant opportunity is likely to be released based on previous funding cycles.

With several new grant programs being created under the Bipartisan Infrastructure Law (BIL) of 2021, our team utilizes several online tools to find and track programs, including, but not limited to:

- **Grants.gov** is the official website of Federal grant programs, and it contains information on more than \$500 billion in

grants awarded each year.

- **California Grants Portal** is a searchable database of more than 5,000 grants and loans available for nonprofit organizations and public agencies across the state.
- **Grantwatch.com** is a subscription-based website that features over 500 grant opportunities worth more than \$10 billion annually for state and local governments, nonprofits, and community-based organizations in California

These, and other websites, allow our team to search by keyword or filter results by funding source, category, or agency. In this way, we are able to find grants that align with City projects.

We also frequently reach out to funding agencies for advice on funding mechanisms and potential upcoming opportunities that align with our client's projects. Often times, funding agency staff provide helpful resources and direction to programs that may not have been considered.

Finally, ensuring the City is aware of opportunities early (preferably before the Notice of Funding Availability is released) is critical to the development of competitive applications that get funded. Therefore, we will present City staff with viable grant opportunities by email or telephone as grants become available.



## CITY INVOLVEMENT

With several associates being former municipal employees, we understand City staff has many duties and responsibilities outside of grants acquisition and management. Therefore, City staff will be largely responsible for deciding whether to pursue a grant opportunity that our team presents to the City (or any grant that may come across the desks of City staff). Upon an approved notice to proceed with a grant application, the City will be emailed a checklist of items required for that particular grant. The checklist will itemize documents that the City will need to collect and supply to our team before the grant deadline. Examples include:

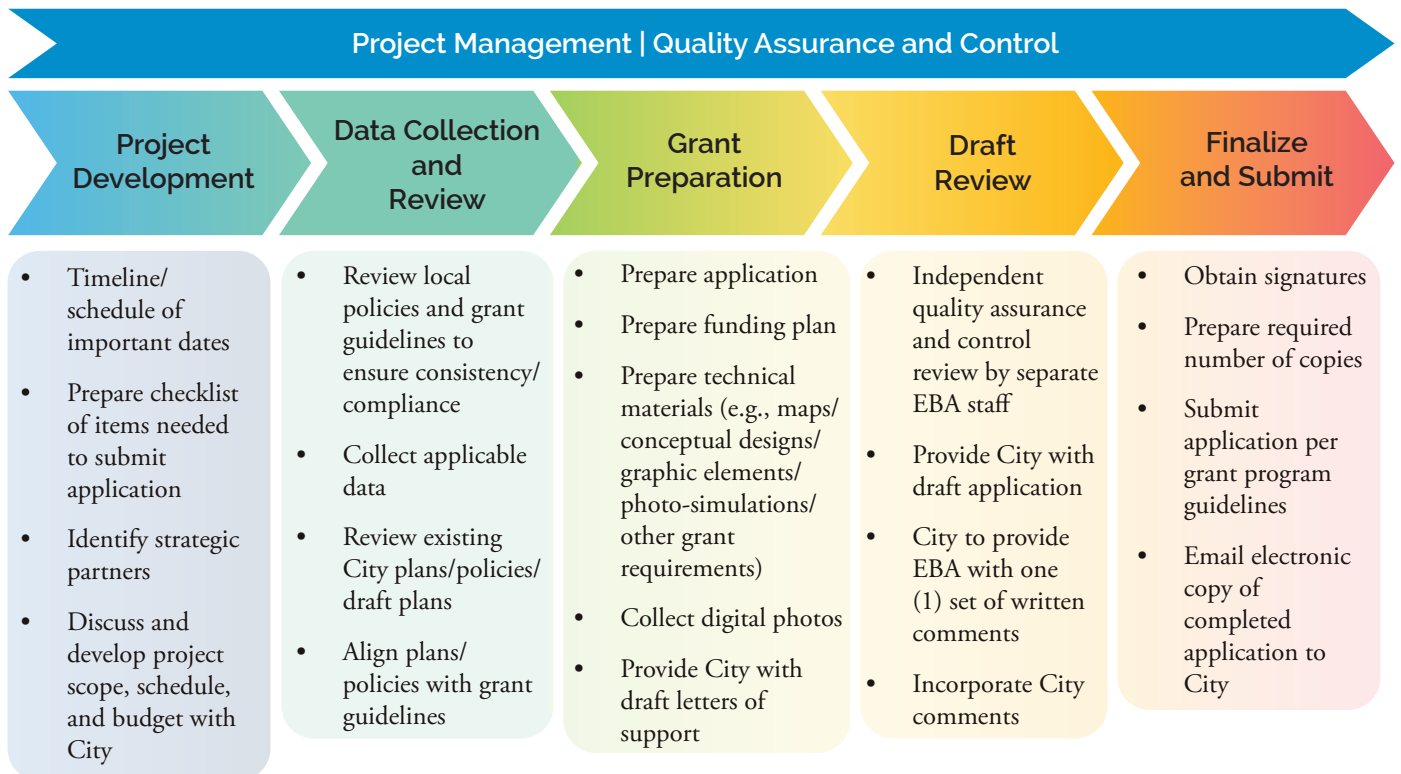
- ✓ Signature pages
- ✓ Support letters
- ✓ Approved resolutions

To ensure scopes, budgets, and project elements are to the specifications of the City, City staff will also be expected to provide written comments on draft grant applications. Fresh eyes, especially from the perspective of those who work for and live in the City, will ensure all needs and project elements are presented accurately in the application.

## GRANT APPLICATION PROCESS

Each grant application has different requirements and will require varying amounts of effort; however, our typical scope of grant writing activities is shown in *Figure 9*. In general, we provide full grant writing and management services (including technical studies, photography, design, outreach, and post-award compliance reports). The following provides additional details and sub-tasks:

**Figure 9. EBA’s Grant Application Development and Submittal Process**



## 1 Review Application, Guidelines, and Evaluation Criteria

Application requirements, guidelines, and evaluation criteria will all be reviewed in depth in order to recognize any differences from the requirements, guidelines, and criteria used in previous cycles. A full and comprehensive understanding of all of these is necessary and will guide project documentation, as well as application preparation and submittal. We will prepare a detailed memo and checklist outlining all requirements for distribution amongst all relevant team members to ensure that expectations are communicated to all parties involved. The memo/checklist will include any tasks that we may need assistance with from the City. Examples include: executed signature pages, approved resolutions, stakeholder contacts, and any internal data not readily available to the general public.

## 2 Project Area Characteristics

Every single project will include a scan of the area in which that project proposes to be implemented. This scan will identify important area characteristics that will allow for a clear understanding of current issues and development of proposed recommendation and implementation. This task will help our team maximize the cost-benefit of each project, while paying close attention to addressing the existing concerns of that location.

For transportation planning projects, such as HSIP and ATP projects, identified solutions will be evaluated and reviewed by our engineering team to ensure that each recommended action does not create new problems. The information obtained through the scans will be used by team members to support project justifications going forward, and will be incorporated into project maps, charts, data graphics, and other project application materials where reasonably necessary or useful.

## 3 Modeling and Analysis

As deemed necessary, our project team may include subject matter experts (pre-approved by the City), such as architects, economists, or information technology experts. Use of subject matter experts will assist our team in running forecasting models and analyzing project impacts. The goal of this process is to provide quantitative data and baseline measurements for the proposed project or program. Including experts early in the grant writing process will yield a more fine-tune narrative that is backed by sound technical judgment and reasoning.

For projects which require modeling and analysis, our project team will utilize available databases and resources, as well as coordinate with local agencies, such as law enforcement, the City, or local stakeholders, to ensure that accurate and complete data is utilized to evaluate conditions. Current data will assist in determining what project impacts have in that area.

## 4 Letters of Support

An important component of grant applications is proof of sponsorship and community support. Our team will ensure that all grant applications include the necessary documentation of support from City councils, community groups, neighborhood councils, business improvement districts, local business owners, pedestrian, bicycle and SRTS advocacy groups, property owners, and developers so that the evaluating body will see that all the necessary support is in place to implement the proposed projects.

## 5 Perform Any Necessary Public Outreach

We typically assume that most or all necessary public outreach has been performed sufficiently; however, we are prepared to coordinate cost-effective public outreach efforts with the local agency, stakeholders, and advocacy groups before finalizing project design and submitting the final grant application. Outreach efforts enable

us to partner with local advocacy groups and to communicate effectively with community partners.

## **6 Project Area Photos**

Project area photos are often a necessary component of grant applications that illustrate the need for the project in a very comprehensible way. Any available photographs from the City will be collected and considered, but we will perform comprehensive photography (including aerial photography) of all project areas to fully document local conditions. By doing so, our grant applications will clearly tell the story about local need for the project and the positive impact that the proposed project will have in the area.

## **7 Demonstrate Consistency with Existing Plans and Policies**

This is an important task, and requires review of existing land use, transportation, sustainability, public health plans, and policies. Undertaking such a review allows us to demonstrate that not only does the project have the support of community members; it is also supported by official policy and largely consistent with regional plans. By doing so, we will demonstrate how the project will help interested agencies and parties meet regional goals.

## **8 Create Maps and Layouts**

We will work with our in-house graphic designers and cartographers to develop maps that illustrate the extent of each project, surrounding land use, previous safety concern sites, activity centers, and any other local features necessary to support the requirements of a particular application. We will complete the majority of this information in ArcGIS so that maps, an easily-accessible format for presentation of information, can be included in final applications. We use public databases and GIS information to show the project's land use and relation to disadvantaged communities. These are important pieces of information to include as applications for projects serving

disadvantaged communities typically score higher in the evaluation process, translating into greater success rates.

## **9 Provide Supporting Data**

Applications will cite and include any necessary documentation supporting claims of project benefits, but will do so in a way that makes them engaging and easily readable, bearing in mind that applications are typically scored by both experts and volunteers.

## **10 Craft a Succinct and Compelling Case for the Project**

A critical component of every application is a compelling narrative that explains local and regional need for the proposed project to address the identified problem. Our team is experienced in crafting these compelling narratives by using engaging language and storylines to develop compelling grant applications.

## **11 Draft Review Phase**

When our team has finished drafting and revising a draft text, we will upload the text of the application onto a file sharing service so that City staff can read and offer comments on the contents of the application. This allows City staff to review the draft application earlier in the process, and without all the additional components of an actual application. After receiving and implementing any feedback on the text of the application, all draft packages will be prepared to fit the granting agency's template.

## **12 Full-Draft Application**

Our team of experts will compile the draft application package, bringing together all written sections, photos, charts, maps, and other graphic components into a single document for City staff review. Our team is prepared to meet with City staff via teleconference, or in-person, to discuss comments and concerns about full-draft applications. We will formally note all comments, suggestions, and actions taken

as a result, so that City staff will be able to see how concerns are being addressed. This will allow all parties involved to collaborate easily and effectively in application development, and provide a transparent and effective channel for resolution of conflicting opinions as to application components. In this way, executive approval and ultimate timely submission of all grant applications are made easy.

**Typical deliverables may include, but not be limited to:**

- ✓ *Pre-applications/letters of intent*
- ✓ *Checklist for grant applications*
- ✓ *Existing conditions*
- ✓ *Letters of support*
- ✓ *Summary of public outreach or outreach update plan and new public outreach, if necessary*
- ✓ *Benefit-cost analysis*
- ✓ *Planning document and policy consistency*
- ✓ *Maps*
- ✓ *Project concept design drawings*
- ✓ *Photographs*
- ✓ *Cost estimates*
- ✓ *Complete project draft applications*
- ✓ *Attendance at review meetings – as needed*
- ✓ *Final project applications in electronic and printed form for the City and granting agency*

**13 Post-Award Grant/Funds Management**

EBA has worked closely with cities to manage their grant-awarded funds, from preparing all types of documents (e.g., preliminary environmental studies, certifications, and request for authorization for each project phase) to preparing bid documents, tracking expenditures, and preparing progress reports to the funding agency detailing compliance with their eligible funding use.

With more than 30 years of experience, Hal Suetsugu — supported by EBA staff certified via the Local Technical Assistance Program (LTAP) to assist cities with Caltrans’ forms and post-award procedures — will ensure the City is meeting its commitment and reporting requirements to each granting agency and funding source.

EBA will work hand-in-hand with City staff to ensure projects are moving forward in a timely manner. This support includes conducting an initial assessment of all identified grant-funded projects, evaluating their compliance status with grant guidelines, and preparing the initial authorization to proceed with work. Once approved, EBA will monitor funding use and prepare reports as required by funding agencies. Ensuring our client’s meet all project and funding reporting requirements in a timely (and typically expedited) fashion is EBA’s top priority.

