



BELLTOWER

GRANT WRITING & BEYOND

SUBMITTED TO

City of Key West, FL

DATE

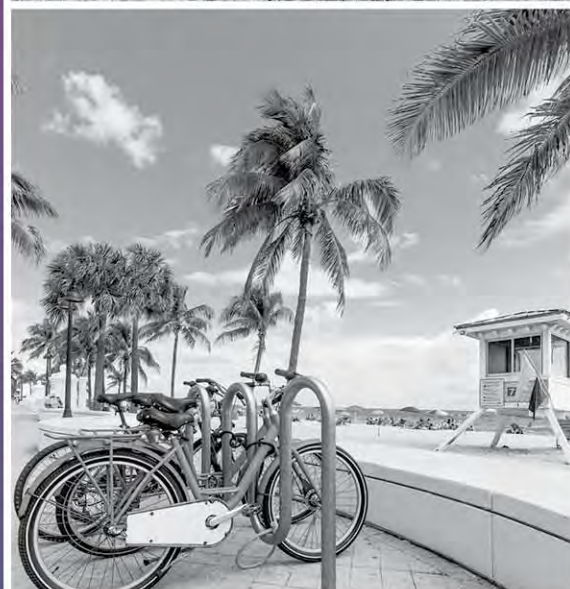
September 21, 2022

info@belltowergroup.org

(786) 232-0771

TOLL-FREE (888) 778-5930

WWW.BELLTOWERGROUP.ORG





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September 21, 2022

RFP #22-005 Review Committee
C/O: Ms. Cheri Smith, MMC, CPM City Clerk
City of Key West
1300 White Street
Key West, Florida 33040

RE: RRP #22-005 Grant Writing and Grant Administration Services

Dear Review Committee,

Thank you for considering BellTower Consulting Group, LLC for your grant writing needs. The experts at BellTower Consulting Group stand ready to guide you through every step of the grant-seeking process. Since 2009, our team has provided grant writing and support services to local governments, institutions of higher education, and community-based organizations throughout the State of Florida, with excellent results. As a result, we have helped our clients secure nearly **\$150 million in critical funding**. BellTower's team of well-qualified grant writers has over 75 years of combined experience and abides by the ethical standards of the grants professional industry.

With BellTower, you will have access to a wide range of services including, but not limited to, strategic planning, funding research, grant writing, policy and procedure development, state revolving fund loan reporting, legislative appropriation applications, post-award management, and preparation for funding agency monitoring visits. In addition, as the nation is recovering from the COVID-19 pandemic, BellTower assists local governments with securing FEMA reimbursements, CARES Act reimbursements, SLFRF reporting, and monitoring new developments associated with the Bipartisan Infrastructure Law.

I am confident that BellTower can meet the needs of the City of Key West, as indicated in the RFP #22-005 Scope of Work. If you have any questions, please do not hesitate to contact me at (786)232-0771 or via e-mail at info@belltowergroup.org. Thank you in advance for your time and consideration.

Kind Regards,

LaKeesha Morris-Moreau, MSW, GPC
President & CEO


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Information Page

Project Name	22-005 - Grant Writing and Grant Administration Services
Name of Vendor	BellTower Consulting Group, LLC
Contact Person	LaKeesha Morris-Moreau, MSW, GPC 8950 Southwest 74th Court Suite 2201 Miami, FL 33156 Phone: 305-232-0771 E-mail: lakesha@belltowergroup.org
Authorized Representative	LaKeesha Morris-Moreau, MSW, GPC President & CEO



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Organizational Chart

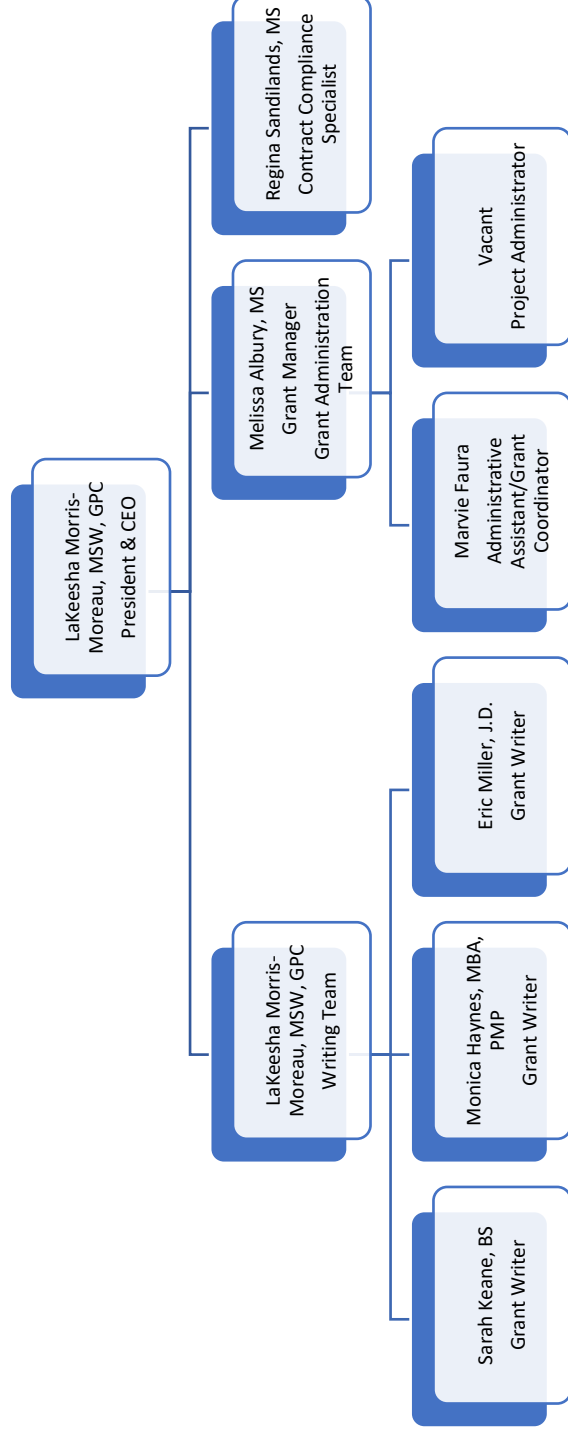




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Organizational Chart





Company Information

Contact person: LaKeesha Morris-Moreau, President & CEO
Address: 8950 SW 74th Court Suite 2201-A49 Miami, FL 33156
Phone number: (786) 232-0771
E-mail address: info@belltowergroup.org
Website: www.belltowergroup.org
Size of Firm: 8 team members
Number of years in existence: 12
Business structure: LLC - S Corp
Certification(s): State of Florida WMBE

BellTower Consulting Group was founded in 2009. Our team of grant professionals has over 75 years of combined experience in the grants industry, contract compliance, and project management fields. Since 2013 the organization's primary focus has been helping Florida's cities and counties leverage grant dollars to enhance municipal services and complete capital improvements. To date, BellTower has secured nearly \$150,000,000 in grant awards. BellTower excels in obtaining funding for the municipal services and capital investments that the City of Key West is seeking. Grant awards have ranged from a \$1,000 small equipment purchase to a transformative \$14,879,219 award for sewer system modernization.

Some of BellTower's most complex grant administration projects have been completed over the past five years. Clients turned to us to assist in recovery efforts related to Hurricane Irma and the Coronavirus pandemic. We live in unprecedented times with millions of dollars flowing from the federal government, and cities are tasked with quickly developing new programs and implementing projects. To add another layer of difficulty, rules, regulations, and allowable expenses are subject to change as priorities shift. BellTower's team consistently reviews the appropriate websites for new directives and attends various professional development trainings to remain updated on new developments. BellTower is a Grant Professionals Association member, allowing access to hundreds of relevant training webinars and resources. Employees responsible for grant management attend a Federal Grant Management Bootcamp, and BellTower maintains a library of resources and templates to aid in developing standard operating procedures.

In addition to preparing grant applications, BellTower assists local governments in preparing Legislative Appropriation Request packages and State Revolving Loan



Fund reimbursements. BellTower also assists local governments with special projects such as obtaining "Green City" certification from the Florida Green Building Coalition; developing Strategic Master Plans; Local Agency Program certification from the Florida Department of Transportation; and planning for residents as they age (i.e., Communities for a Lifetime, AARP Network of Livable Communities).

Team Leads



Principal Consultant: Ms. LaKeesha Morris-Moreau, MSW, GPC, is the President and CEO of Bell Tower Consulting Group. LaKeesha brings more than 20 years of grant research and writing expertise. She manages day-to-day operations and oversees the grant writing team. In 2016, LaKeesha earned the Grant Professional Certified (GPC) credential from the highly regarded Grant Professional Certification Institute. The GPC is the only professional credential for individuals working in the grants field to be recognized by the National Commission for Certifying Agencies. It's a clear mark of her experience, dedication, and success in the field. LaKeesha is Vice President of the Grant Professional Association South Florida Chapter and Exam Administration Chair of the National Board of Directors of the Grant Professionals Certification Institute. She is also a member of the International City/County Management Association, which allows her to remain aware of the best practices of public administration. In addition, she conducts workshops on a regional and national level on grantmaking and grant management.



Contract Compliance Specialist: Regina Sandilands, MS, has over 20 years of experience in special project administration and diversity workforce development. She aids the team in ensuring federal compliance, particularly on construction-related contracts. Regina excels in working with governmental entities to develop and execute programs that foster economic growth. She assists small and large firms and government agencies with providing opportunities within the construction industry. Additionally, she is experienced in developing and implementing employment opportunity plans for small businesses, minority or women-owned businesses, disadvantaged businesses,



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Section 3, Davis-Bacon compliance, and local workforces. Her extensive knowledge base, years of experience, and commitment to meeting federal contracting standards while empowering small and minority businesses make her an asset to clients and the greater community.



Grant Manager/Administrative Support: Ms. Melissa Albury, BBA, has over 25 years of experience assisting businesses in program management and identifying opportunities to increase efficiency. Melissa has worked on several federal contracts for private for-profit businesses and local governments. Melissa assists the grant administration team in organizing required documents, proofreading, following up on checklist items, post-award reporting, and ensuring that the entire team meets project deadlines.

EMBRACE THE WATERFRONT
HARBOR ISLAND POCKET PARK, DOG AND EVENT PARK

\$850,000 Grant for NBV Harbor Island Pocket Park



BellTower Secures over \$20.8 Million in Rebuild Florida Grant Awards for Clients

By | Grants

A South Dade small business, making a big difference BellTower Consulting Group, LLC, a boutique Grant Writing Agency, secured \$20,863,471.00 in Florida Department of Economic Opportunity Rebuild Florida grants for municipalities across South Florida. in...

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CELEBRATING OUR 2020 WINS!

Secured:
\$10,659,255.69
for transportation and infrastructure throughout South Florida

Facilitated:
\$1,434,667.65
in CARES Act Funding

Top 5 Project Categories:
Transportation, Water Infrastructure, Youth Services, COVID-19, Public Recreation

Favorite Projects of 2020
Cutler Bay Canoe Launch

There's a Cutler Bay area by the Bay Canoe Launch Launch. This year the Bay of Cutler Bay presented the availability of state and federal water grants to residents of Cutler Bay. This project was made possible by a grant from the Land and Water Conservation Fund Program.

Lago Mar Pre-School's CeleBRAVE Project.

Aside from the COVID-19 tragedy, the project came back to life with the children's social initiative. The two children's social initiatives were selected on Instagram from the Children's Fun, Learning & Recreation program and their caregivers that facilitates already pre-approved services.

www.belltowergroup.org
786.232.0771
info@belltowergroup.org



Approach and Methodology

BellTower Consulting Group has reviewed the Scope of Services contained in RFP 22-005 Grant Writing and Grant Administration Services, and it is wholly aligned with BellTower's area of expertise. BellTower specializes in helping Florida's local governments leverage public funds for community planning, technical assistance, law enforcement, public services, and capital infrastructure. Our grant professionals consider quality customer service to be of utmost importance, and it is a privilege to become a part of our client's team. Here is an overview of BellTower's approach to developing a successful grant program.

Grant Planning Phase

1. *Funding Needs Analysis/Strategic Outreach:* BellTower Consulting Group will meet virtually with key members of the City's team to identify funding needs and grant history. Your grant consultant uses this time to assess grant readiness. This phase includes identifying project priorities and current status (shovel-ready projects, design phase projects, and matching funds availability). BellTower will request copies of any Strategic Plans the City has developed (i.e., Stormwater Plan, Parks and Recreation Plan, Roadway Improvement, Bike/Ped Plans, etc.). Within the first 30 days of service, BellTower will provide the designated City staff member with a grant calendar aligned with the City's project priorities and Capital Improvement Plan. The grant calendar will include a list of grant opportunities, funding levels, eligible projects, and a timeline for submittal. The City is asked to review the grant calendar and determine which opportunities to pursue in the current fiscal year based on the project completion timeline and the funding source's scoring rubric.

BellTower considers Strategic Outreach as a component of grant readiness. A great example is the current Bipartisan Infrastructure Law. An unprecedented amount of funding is being allocated for capital improvements; however, the federal government strongly encourages joint applications to maximize efforts. Strategic Outreach includes identifying strategies to collaborate with the County or neighboring municipalities to demonstrate a regional impact for federal and state grant opportunities. BellTower is actively looking at the Bipartisan Infrastructure Law from every angle, including tracking funding flowing through the State agencies.



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2. **Grant Funding Research:** BellTower uses multiple subscription-based grant research tools and receives e-notifications from the state and federal funding agencies that support local governments. Databases used include but are not limited to eCivis, GrantFinder, Grants.gov, and GrantStation.com. BellTower publishes a monthly "[Grants for Cities](#)" e-newsletter with grant opportunities curated based on our clients' funding priorities. Our team holds weekly meetings in which we discuss grant opportunities and how they align with our clients' project priorities. The City's grant calendar is a living document that is updated regularly as new opportunities are released, due dates are finalized, and priorities shift.

When a grant on the grant calendar is released, a summary of the RFP will be submitted to the City (appropriate Department head) via e-mail. BellTower will also bring to the City's attention any details to consider before agreeing to move forward with proposal development. This might include public involvement requirements, letters of support/approval from the County or state agencies, requirements for council approval, and scoring criteria.

An example template of a Grant Calendar for planning purposes:

Month to pursue	Funder	Project	Request Amount	Match	Due Date	Action / Notes
January	FDEP Water-LWCF	New City Park	\$1 Mil	\$1:\$1	3/15	Requires public involvement phase



Grant Proposal Development Phase

1. *Research:* Once the City "green lights" an RFP, BellTower will host a kick-off meeting to interview the key people involved in the project. BellTower will collect any documents from the City that aid in fully understanding the project. BellTower will also attend bidder's conferences (if available) and contact funders if necessary to clarify any questions about the grant submission process. BellTower will provide the City with a checklist of application-specific items needed to complete the application and a timeline for project completion.
2. *Write and Submit 1st Draft:* BellTower will write the grant application following the specified RFP requirements. During the writing phase, BellTower looks beyond the City's strategic plans to the county, state, and federal levels to demonstrate consistency. Once the first draft is completed, the grant will be submitted to the Department Head or designee for review and approval. Changes will be made until the grant is ready for submission, if necessary.
3. *Submit Application to Funder:* Most grant applications are submitted online. BellTower agrees to submit the grant applications on behalf of the City; however, it is the City's responsibility to gain access to the necessary grant portal and maintain valid login credentials. BellTower's staff is available to guide the City in completing this task. If a hard copy is required, BellTower will package (make copies, compile attachments, etc.) and submit the proposal on behalf of the City. If a grant application must be e-mailed to the funding agency, BellTower will prepare the necessary documents; however, it is the City's responsibility to e-mail the grant application to the funding agency. BellTower does not list itself as a contact on grant applications. A copy of each grant application package submitted for funding, in its entirety, is provided to the City.
4. *Follow-up:* At times, the funding agency will request additional information related to the grant application. These requests will go directly to the City. BellTower will provide technical assistance in responding to these requests. In addition, BellTower will track the status of the application until a funding decision is made. If the City would like BellTower to assist with post-award activities such as contract execution, compliance, and reporting, a fee may be negotiated on a case-by-case basis.




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Annual Report

1. Each January, BellTower celebrates the new year by providing the City with a beautifully designed Annual Grant Report. The report provides an overview of the grant program and the City's accomplishments. It visually displays the grant awards and top funding partners using charts and graphs. Finally, it contains a chronological list of the City's grant-funded projects. Many cities share this document with elected officials and the public when asked about the City's efforts to leverage grant dollars to enhance municipal services.



PRESENTED BY

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INTRODUCTION PAGE 02

WHERE WE ARE NOW

The Village has secured nearly \$1.8 Million!


The Elected Officials, Staff, and Residents of Miami Shores Village continue to make strides in earning a seat at the grant-award table. Miami Shores' beautiful community boasts high-quality resident services, pristine parks, public art installations, a wealth of activities for people of all ages, and a burgeoning business district.

In 2018, the Village contracted with BellTower Consulting Group to seek grants used to supplement various infrastructure projects and community programs. We work collaboratively with the Village's Department heads to create competitive grant applications.

The fiscal year 2019-20 was the Village's most successful yet, garnering **over \$1.5 Million!** This was primarily due to the Miami Shores Estates Sewer Project.

The Village has not slowed down. During the 2020-21 fiscal year, the Village has earned **\$206,397** in grant awards and has multiple grant applications pending a decision totaling nearly **\$2 million**.

We recognize that grant applications take teamwork, and commend the Village's staff for their hard work and dedication to Miami Shores Village.



Increasing tree canopy throughout the Village is one of the Village's priorities. The Village has won four (4) grant awards since 2019 to purchase and install Florida Native trees.



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Grant Administration Services

Here is an overview of BellTower's approach to developing a successful grant management program.





Planning Phase (30 Days- 60 Days)

The Planning Phase aims to ensure that the City is supported in complying with the responsibilities listed in its American Recovery Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (SLFRF) contract and any other contract as requested by the City. During this phase, BellTower becomes oriented to the contract, project deliverables, key personnel, project timelines, existing resources, strengths, and opportunities. Fortunately, the City of Key West has a robust grant program and understands that federal funding impacts the City's standard operating procedures. The federal government provides rules for how all grant recipients must receive, spend, track, and report on federal funds. These rules are in 2 CFR Chapter I, Part 200, titled the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. This set of rules is sometimes called the "Uniform Guidance" or "Super Circular." The City's SLFRF contract indicates all applicable parts of the Uniform Guidance.

BellTower's goal during the planning phase is to work with the City to develop a Grant Management Manual that establishes a workflow to ensure that each department and contractor can meet or exceed the necessary Uniform Guidance requirements. BellTower will collect existing policies and procedures and recommend updates where needed. For example, the Grants Management Manual might include a fiscal compliance checklist, public notice templates, Section 3 compliance, ADA Compliance, Limited English Proficiency, Equal Employment Opportunity, Conflict of Interest, and Contractor Oversight. This task requires BellTower to meet with key staff in the City. Once policies are developed, BellTower offers group training or 1:1 coaching and on-demand technical assistance throughout the project implementation phase.

Project Management and Coordination Phase

BellTower will assist the engineering team and key personnel in developing bid documents that comply with the SLFRF Agreement—understanding that funding guidelines flow to the City's contractors and subcontractors. In addition, BellTower will work with the engineering team and key personnel to ensure that all contractors comply with the policies and procedures outlined in the bidding documents. This task will be accomplished by any combination of strategies, such as providing an overview of compliance requirements during the kick-off meeting with vendor(s), developing checklists to share with the project team, and periodically conducting administrative monitoring of the vendors for compliance.



BellTower will attend any necessary meetings and work proactively with key personnel to ensure they know the data needed to complete progress reports, staffing reports, fiscal reports, and reimbursement requests. This information will be collected from key personnel monthly and compiled to complete the appropriate report forms. The completed report and backup documentation will be provided to the City's Grant Manager for submission to the Department of Treasury according to the reporting deadlines detailed in the SLFRF Agreement.

Once the project is completed, BellTower will facilitate the closeout reporting process. This task includes compiling all deliverables indicated in the SLFRF Agreement, collecting invoices and proof of payment, the Engineer's Certification photographs of the project, and other documents as requested. The completed closeout package will be submitted to the City's Grant Manager for review, and once all authorized representatives approve it, it will be submitted to the Treasury Department.

Finally, BellTower will provide the City with a project folder that contains the files of all reports and documents prepared on behalf of the City. The City shall maintain all documents for five (5) years of project closeout.



Personnel

Principal - LaKeesha Morris-Moreau, MSW, GPC

Grant Manager - Melissa Albury, BS

Federal Grant Compliance - Regina Sandilands, MS

Grant Writer - Eric Miller, J.D.

Grant Writer - Monica Haynes, MBA, PMP

Grant Writer - Sarah Keane, BS

LaKeesha K. Morris-Moreau, MSW, GPC*

14876 SW 168 Terrace ~ Miami, FL 33187

Phone/Text: (786) 232-0771

E-mail: info@belltowergroup.org

Twitter: @GrantsForCities

Executive Summary

Solid background in securing government and foundation grants from proposal research and development to reporting on compliance and fiscal management. Excel in the program and organizational planning, with proven success overcoming challenges of limited resources and financial constraints to design high-quality, cost-effective services. Possess excellent organizational, interpersonal, written, and verbal communication skills. Skilled and experienced in diverse and fast-paced organizations, including local governments, institutions of higher learning, and nonprofit multipurpose organizations. Competent in Microsoft Office programs.

Experienced and Proficient in

- Grant Research & Writing
- Policy Development & Compliance
- Quality Assurance Monitoring
- Strategic Planning
- Best practices in Program Development
- Staff Development & Supervision

Experience

2009 – Present

BellTower Consulting Group, LLC

Miami, FL

President/CEO

Consulting agency for not-for-profit social service organizations and municipalities. Responsible for researching and writing government, corporate, and foundation grants. Assist organizations and municipalities in fund development and strategic planning. Assist local governments in obtaining Green Cities/Counties certification from the Florida Green Building Coalition. Conduct external mock monitoring visits to ensure compliance with grant contracts. Evaluate and develop policies and procedures for operation (i.e. personnel, quality assurance, disaster preparedness, etc.). Train staff in file management, tracking program progress, fiscal accountability, and preparation of annual or programmatic reports. Foster positive donor and community relations. Website: www.belltowergroup.org

Education

1999-2002

Florida International University

Miami, FL

Masters of Social Work with a concentration in Children and Families. Additional coursework in Industrial/Organizational Psychology (1 year Master level studies) and social service administration.

1993 – 1997

Jackson State University

Jackson, MS

Bachelors of Science in Psychology. Honors College, Cum Laude graduate, and All-American Scholar.

Professional Associations/Certifications

*Grant Professional Certified – Grant Professional Certification Institute (Certification #1306260)

National Board of Directors - Grant Professional Certification Institute (2019-Present)

GPC Essay Committee Chair – Grant Professional Certification Institute (2020-Present)

South Florida Chapter of Grant Professionals Association (Vice President 2010-Present)

Cutler Bay Club of Toastmasters International



November 9, 2016

LaKeesha Morris-Moreau
14876 SW 168 Terrace
Miami, FL 33187

Dear LaKeesha:

Congratulations! You have obtained the Grant Professional Certification and completed the requirements to work as a GPC practitioner.

The Grant Professional Certification (GPC) is designed to identify individuals with broad-based knowledge and real-world experience in the field of grantsmanship. The GPC will provide widely recognized affirmation of the GPC practitioner as a person of integrity whose broad interest is in building social capital, and helping guide less knowledgeable stakeholders to become truly professional and altruistic practitioners.

You will receive an official notification letter with your certificate within the next few weeks. It will also be posted to our website by November 16, 2016. Your name will appear as: **LaKeesha Morris-Moreau, Miami, FL**. If you need to make a correction to the way your name is presented, please email me prior to that date.

I wish to be among the first to welcome you to the GPC family and on behalf of the board, send our sincerest congratulations for being a trailblazer within our profession. Your willingness to seek credentialing is a testament to your dedication to our work. We applaud and appreciate you!

Sincerely,

Bonnie Houk, GPC
President-Grant Professional Certification Institute

Melissa Albury

melissa@albury.me · linkedin.com/in/melissa-albury-a5992b19

(305) 338-2061 · Miami, FL

As I have made a career of supporting others success in various roles in Engineering, Admin and Project Management I am looking to bring my successes to bear on individual Entrepreneurs or Management Professionals to help them meet their goals. I also lead an outreach group that supports community members who need a helping hand, I look forward to taking my knowledge in that arena to help organizations that empower others within South Florida and beyond.

Areas of Expertise include:

- Project Management
- Customer Support & Satisfaction
- Problem Solving skills
- Cultivating productive relationships with clients and external partners
- collaborating effectively across all organizational levels
- Leadership
- Outstanding communication skills
- capable of building and leading cross-functional teams

INDEPENDENT VIRTUAL EXECUTIVE ASSISTANT AND TELECOMMUNICATIONS CONSULTING •

Miami, FL • February 2017 to Present

VIRTUAL EXECUTIVE ASSISTANT & PROJECT MANAGER

- Support Executives and Entrepreneurs with administrative tasks such as reviewing email and organize tasks by urgency
- Invoicing, making calls to and visiting clients; being a real team member
- Researching and managing projects to alleviate those time-consuming duties from the Entrepreneurs “to do” list
- My VEA services will be grounded in my 30 years of experience in support to offer ideas and suggestions.

TELECOMMUNICATIONS PROJECT MANAGER & CONSULTANT

- Providing in-depth consultation services to achieve optimal solutions
- Overseeing entire project lifecycle, from fact-finding phase through to final installation
- Providing post-service customer support, ensuring alignment of results and project vision, and demonstrating dedication to full client satisfaction.

CHRIST THE KING LUTHERAN CHURCH • Miami, FL • January 1998 to Present

CHAIRPERSON SERVING COMMISSION & COUNCIL MEMBER

- Responsible for organizing outreach to the community
- Maintaining long term programs such as Love In Action supporting Foster and Adopted children
- Creating new opportunities such as Gods Work Our Hands to go out in the community for a day by setting up projects for those who need a hand or just want to share a good time and friendship
- Opening opportunities for those new to the Serving team to forge their dreams to support others such as the Project Hope Ixchgauin in Guatemala

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To

MELISSA ALBURY

For the completion of

**Webcast Grant Management
Boot-Camp 2-Day Training
(12 Contact Hours/GPCI CEU/
in Category 1 - Education)**

this

November 17-18, 2021

Broadcast from

Orlando Florida



MyFedTrainer.com
8270 Woodland Center Blvd.
Tampa, Florida 33614

Presented by:
Lucy Morgan
Lucy Morgan, CPA, CEO

MyFedTrainer is a GPCI Accepted
Continuing Education Provider

Regina Sandilands



With over 18 years of experience in special project administration and diversity workforce development, Regina Sandilands is recognized for creating, developing, and executing Workforce Programs, Small Business Programs, Policy Development, Guidelines and Procedures, and Administrative Organization.

Regina is skilled in developing and reporting comprehensive plans for creating and implementing Economic Opportunity Programs for local small businesses and the local workforce. Her extensive knowledge base, years of experience, and commitment to empowering small and minority businesses make her company an asset to clients and the greater community.

Value to Government, Private Developers & Major Construction Companies

- Served Miami-Dade County for over 15 years in various administrative capacities. Associated Departments: Miami-Dade Water and Sewer, Miami-Dade Transit, and the Department of Environmental Resources Management (DERM)
- As Vice President of the Vailon Group, assisted small and large firms and government agencies with providing opportunities within the construction industry. Additionally, created employment opportunity plans for small businesses, minority or women-owned businesses, disadvantaged businesses- es, Section 3, and local workforces
- She has assisted with creating and developing minority, small business, and workforce programs for the private sector
- Implemented systems to complement existing programs to bring results that have yielded local and inclusive participation
- Managed and implemented diversity and inclusion programs, Minority/Women Business Enterprise (M/WBE), Small Business Enterprise (SBE), Federal Disadvantaged Business Enterprise (DBE), and Section 3 Program and Workforce Programs, Resident First and First Source Hiring Programs

Academic Training

MS, Business Management, Saint Thomas University

BA, Public Administration, Saint Thomas University

Supervisory Certification Program, Miami-Dade County

Humanitarian Achievements & Affiliations

- National Political Congress of Black Women, Past Member
- Miami-Dade Park and Recreation's Advisory Past Board Member
- Big Brothers/Big Sisters of Greater Miami, Past Member
- Local Host Committee for Regional Congressional Black Caucus
- National Forum for Black Public Administrators, Past Member
- International Special Events Society, Past Member
- Delta Sigma Theta Sorority, Incorporated, Member
- National Coalition of 100 Black Women, Past Member
- Miami/Bahamas Goombay Festival in Coconut Grove, Board Member
- Miami-Dade Chamber of Commerce, Board Member
- Top Ladies of Distinction, Southern Pearls Miami Dade, President

SARAH KEANE

Wolcott, CT 06716 | 2037047856 | sekhempeldrive@gmail.com | [linkedin.com/in/sekeane/](https://www.linkedin.com/in/sekeane/)

PROFILE: Having studied English as well as completed a grant writing internship at an education policy nonprofit, I bring clear and persuasive writing skills to a work environment. I have strong research and analytical skills with the ability to manipulate data to present an argument. I am a strong team player who can also work independently. I am able to use all Microsoft Office programs, including Microsoft Word, Microsoft Excel, and Microsoft PowerPoint.

PROFESSIONAL EXPERIENCE

BellTower Consulting Group, Florida January 2022-Present

GRANT WRITER

- Write grant proposals to fund infrastructure and social services for various municipalities
- Conduct grant research and recommend prospective funders to client

Access Partnership, Hampton Roads, Virginia September 2020

PROPOSAL WRITER VOLUNTEER

- Crafted a general letter of inquiry to appeal to a specific group of prospective donors and collaborators.

VIP Kid, USA May 2020-Present

ESL ONLINE TEACHER

- Teach English to children in China ranging from age 5-13, shaping students into better English speakers, readers, and critical thinkers.

ReadyCT, Hartford, CT July 2019-November 2019

GRANT WRITER INTERN

- Wrote 4 grant proposals in collaboration with the Executive Director and Director of Public Affairs.
- Researched and analyzed various state programs for effectiveness, incorporating data into proposals.
- Crafted a letter of inquiry to prospective donor in collaboration with the Executive Director and Director of Public Affairs.
- Achieved successful program funding.
- Maintained an electronic database of all proposals.
- Conducted research on prospective funders.
- Maintained an Excel spreadsheet of prospective funders and proposal deadlines.

Connecticut General Assembly, Hartford, CT January 2019-April 2019

LEGISLATIVE INTERN TO REPRESENTATIVE TURCO

- Provided reports of committee meetings to legislator in order for him to make informed decisions.
- Communicated regularly with senior management on bill tracking.
- Participated in mock legislative session with fellow interns, delivering oral and written testimony on a legislative issue.

EDUCATION

University of Saint Joseph

Bachelor's of Arts in English

2019

SKILLS

Grant Writing, Analytical Skills, Research Skills, Microsoft Word, Microsoft Excel, Microsoft PowerPoint

Innovative professional with extensive experience serving in leadership roles at community development focused organizations in both the public and private sectors. Highly organized, capable of successfully managing a large volume of projects simultaneously in a fast-paced environment. Well-developed interpersonal skills, adept at building and managing productive relationships and communicating persuasively over both written and verbal mediums. Self-driven with a creative approach to problem solving. Able to execute leadership directives with minimal supervision in both independent and collaborative settings to maximize organizational performance. **Areas of Expertise include:**

- | | | |
|---|---|---|
| ▪ Contract Negotiation, Drafting, and Management | ▪ Internal and External Corporate Regulatory Compliance | ▪ Project and Program Implementation and Management |
| ▪ Grant Award Solicitation and Management | ▪ Risk Mitigation and Liability Management | ▪ Partnership and Resource Development |
| ▪ Legal Research and Analysis and Legislative Affairs Support | ▪ Staff Recruitment, Training, and Leadership | ▪ Staff Recruitment, Training, and Leadership |
| ▪ Microsoft Office Suite and Salesforce CRM Software | ▪ Procurement and Contractor Oversight | ▪ High Volume Data Management and Analysis |

Professional Experience

Downtown Vision, Inc. • Jacksonville, FL • September, 2017-Present

Nonprofit Business Improvement District focused on creating and supporting a vibrant Downtown Jacksonville community and promoting Downtown as an exciting place to live, work, visit, and invest.

GENERAL COUNSEL; VICE PRESIDENT OF DISTRICT SERVICES

Negotiate and draft all contracts and solicit and manage all grants received for investment in the district. Manage organizational liability and ensure all organizational functions are administered in compliance with all applicable rules and regulations. Analyze existing and proposed legislation for potential impacts on organizational functions and support policy advocacy. Support the development and approval of the operational budget and manage the annual election of the Board of Directors. Directly oversee all stakeholder support and public realm improvement initiatives including the Downtown Ambassador Program, strategies to address Downtown homelessness, and all "Placemaking" efforts.

Key Accomplishments:

- Successfully secured more than \$1.6 Million in new grants and fee-for-service contracts for investment in the district.
- Managed the establishment of the Lively and Beautiful Sidewalks Initiative, which develops resources for and implements "Placemaking" best practices that enhance the vibrancy of Downtown Jacksonville.
- Brought organizational procurement and contracting processes into alignment with the requirements and best practices for nonprofit public-private partnerships.
- Played a key role in the legislative approval of a nearly 150% expansion of the business improvement district boundaries and associated increase in the organizational budget.
- Oversaw substantial growth of the Downtown Ambassador Program, including a staffing increase of 11 FTEs to 23 FTEs, the establishment of the Social Services Outreach, Property Maintenance, and Special Projects Divisions, and the expansion of the service area to include the Skyway Monorail System.
- Facilitated Federal approval of 501(c)(6) non-profit status for "Florida Downtowns, Inc.," an affiliation of business improvement districts and other place-management organizations throughout Florida.

Florida Department of Economic Opportunity • Tallahassee, FL • December, 2015-July, 2017

State government agency responsible for providing support for attracting out-of-state business to Florida, promoting the creation and expansion of Florida businesses, and facilitating Florida's economic partnerships.

STAFF DIRECTOR, DIVISION OF STRATEGIC BUSINESS DEVELOPMENT

Served as the deputy to the Division Director in overseeing the administration of all State of Florida sponsored economic development incentive programs, coordinating more than 15 staff members. Supported the development and oversight of the Division's operational and programmatic budgets, ensuring all public dollars were invested in accordance with

legislative parameters. Analyzed existing and potential legislation and provided analysis as to the potential impact on Division functions. Participated in executive level discussions concerning the strategic direction of the Department and the future of state level economic development efforts in Florida.

Key Accomplishments:

- Successfully oversaw an update to the public “Jobs Portal” to increase functionality and provide an enhanced level of transparency to the administration of Florida’s state sponsored economic development incentive programs.

University of West Florida Center for Research and Economic Opportunity • Pensacola, FL • July, 2012-December, 2015
University of West Florida unit focused on furthering the University’s research mission, creating economic opportunity, and strengthening ties between the University and the community.

ASSISTANT DIRECTOR FOR LEGAL AFFAIRS

Analyzed and monitored all organizational operations and programs and provided recommendations to leadership to ensure compliance with relevant state, federal, and university requirements. Participated in the development of and oversaw all applications, contracts, and other documentation related to organization funded sponsored research and economic development incentive programs. Conducted due diligence on potential partners and public outreach concerning all organizational resources. Provided programmatic and administrative support for Innovation Coast Inc., a nonprofit organization focused on growing, sustaining, and showcasing the successful, vibrant community of technology and knowledge-based companies along the Florida’s Northern Gulf Coast.

Key Accomplishments:

- Supported the successful, on-schedule draw down of the full \$30 million appropriated by the Florida Legislature for the Industry Recruitment, Retention, and Expansion Fund program, intended to spur job creation and capital investment within the eight counties disproportionately affected by the Deepwater Horizon Oil Spill.
- Developed all application and contract templates to enable the establishment of two sponsored research grant programs focused on Northwest Florida nonprofit organizations and technology and knowledge based companies.
- Successfully oversaw the implementation of the initial projects funded under the organization’s Northwest Florida Asset Valuation and Marketing Support Program, from the facilitation of discussions between partners to contract execution to project implementation and closeout.
- Provided support, planning, and competitor relations for the 2015 Innovation Awards Business Pitch Competition, which awarded \$150,000 to Northwest Florida technology and knowledge based companies.

Education & Training

Juris Doctor

FLORIDA STATE COLLEGE OF LAW | Tallahassee, FL | May, 2012

Bachelor of Science, Economics | Bachelor of Business, Finance

UNIVERSITY OF MIAMI | Coral Gables, FL | May, 2009

Community Leadership

Downtown Dwellers, Inc.

Board Member; President • Jacksonville, FL • August, 2018-Present

Pensacola Runners Association, Inc.

Board Member; President • Pensacola, FL • July, 2014-January, 2018

Evenings in Old Seville Concert Services.

Board Member • Jacksonville, FL • October, 2014-October, 2015

SARAH KEANE

Wolcott, CT 06716 | 2037047856 | sekhempeldrive@gmail.com | [linkedin.com/in/sekeane/](https://www.linkedin.com/in/sekeane/)

PROFILE: Having studied English as well as completed a grant writing internship at an education policy nonprofit, I bring clear and persuasive writing skills to a work environment. I have strong research and analytical skills with the ability to manipulate data to present an argument. I am a strong team player who can also work independently. I am able to use all Microsoft Office programs, including Microsoft Word, Microsoft Excel, and Microsoft PowerPoint.

PROFESSIONAL EXPERIENCE

BellTower Consulting Group, Florida January 2022-Present

GRANT WRITER

- Write grant proposals to fund infrastructure and social services for various municipalities
- Conduct grant research and recommend prospective funders to client

Access Partnership, Hampton Roads, Virginia September 2020

PROPOSAL WRITER VOLUNTEER

- Crafted a general letter of inquiry to appeal to a specific group of prospective donors and collaborators.

VIP Kid, USA May 2020-Present

ESL ONLINE TEACHER

- Teach English to children in China ranging from age 5-13, shaping students into better English speakers, readers, and critical thinkers.

ReadyCT, Hartford, CT July 2019-November 2019

GRANT WRITER INTERN

- Wrote 4 grant proposals in collaboration with the Executive Director and Director of Public Affairs.
- Researched and analyzed various state programs for effectiveness, incorporating data into proposals.
- Crafted a letter of inquiry to prospective donor in collaboration with the Executive Director and Director of Public Affairs.
- Achieved successful program funding.
- Maintained an electronic database of all proposals.
- Conducted research on prospective funders.
- Maintained an Excel spreadsheet of prospective funders and proposal deadlines.

Connecticut General Assembly, Hartford, CT January 2019-April 2019

LEGISLATIVE INTERN TO REPRESENTATIVE TURCO

- Provided reports of committee meetings to legislator in order for him to make informed decisions.
- Communicated regularly with senior management on bill tracking.
- Participated in mock legislative session with fellow interns, delivering oral and written testimony on a legislative issue.

EDUCATION

University of Saint Joseph

Bachelor's of Arts in English

2019

SKILLS

Grant Writing, Analytical Skills, Research Skills, Microsoft Word, Microsoft Excel, Microsoft PowerPoint



Qualifications

BellTower's grant writing team writes exclusively for organizations in Florida. Our team has aided in securing nearly \$150,000,000 in grant awards. BellTower excels in obtaining funding for the municipal services and capital investments the City seeks.

BellTower is currently assisting two Florida municipalities in writing and managing all of their grant awards. BellTower also provides technical assistance or reporting support to these cities for the American Recovery Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (SLFRF) of a combined \$26 Million. Before the SLFRF funding, BellTower assisted these cities with securing disaster recovery dollars through FEMA Public Assistance following Hurricane Irma. Finally, BellTower also assisted these clients in developing new programs and securing reimbursement for expenses through the Coronavirus Aid, Relief, and Economic Security Act (CARES) and the Florida Department of Law Enforcement Coronavirus Emergency Supplemental Funding (CESF) Program. BellTower has worked with these municipalities since 2013, and they have never had a grant-related audit finding or had to establish a corrective action plan for a federal grant award.

BellTower provides grant services to the following local governments

- Miami Shores Village
- North Bay Village*
- Town of Cutler Bay*
- City of Miami Springs
- City of Hallandale Beach
- City of North Miami Beach*
- St. Lucie County
- City of Cape Coral
- City of Florida City
- City of South Miami
- City of North Miami

*Municipalities that receive grant administration and on-demand technical support services



Sample of BellTower's Federalized Grant Projects (3-year)

Each award was funded at 100% of the Grant Request

	Municipality	Grant Project	Awarding Entity	Dollar amount	Role
1	Indiantown Village	Pet-Friendly Emergency Shelter	Florida Department of Economic Opportunity Rebuild Florida	\$350,000	Writing
2	North Bay Village	Waterfront Park/Linear Trail	Florida Department of Transportation	\$1,000,000	Writing and Management
3	North Miami Beach	Playground Improvements	Community Development CDBG	\$100,000	Writing
4	North Bay Village	New Park Development	Land and Water Conservation Fund	\$850,000	Writing and Management
5	Hallandale Beach	Technology Center for Crime Prevention	US Department of Justice	\$700,000	Writing
6	North Bay Village	Drainage & Roadway Improvement	Florida Department of Environmental Protection	\$1,150,000	Writing and Management
7	Town of Cutler Bay	Drainage and Roadway Improvement	Florida Department of Transportation	\$400,000	Writing and Management
8	Town of Cutler Bay	Transportation Improvements - On-Demand Transit & Expansion	Florida Department of Transportation	\$687,000	Writing and Management
9	North Bay Village	Utility Undergrounding - Disaster Mitigation	FEMA - Hazard Mitigation Grant Program	\$ 11,000,047	Writing and Management



BELLTOWER

GRANT WRITING & BEYOND

10	Hallandale Beach	Lift Station Rehabilitation	Florida Department of Economic Opportunity Rebuild Florida	\$ 2,813,471	Writing
11	North Miami Beach	Water Distribution System Improvements	Florida Department of Economic Opportunity Rebuild Florida	\$11,700,000	Writing
12	North Miami Beach	Sewer Collection System Improvements	Florida Department of Economic Opportunity Rebuild Florida	\$6,000,000	Writing
13	Hallandale Beach	Sewer System Modernization	Florida Department of Economic Opportunity Rebuild Florida	\$14,879,219	Writing
14	North Bay Village	Seawall Elevation	Florida Department of Environmental Protection (Resilient Florida)	\$3,000,000	Writing and Management
				\$64,629,737.00	



BELLTOWER

GRANT WRITING & BEYOND

Client References

Project Name: Grant Writing and Administrative Services

Client/Location: Town of Cutler Bay **Dates:** 2013 – Present

Scope of Work: Assisted agency in securing and managing over \$11 Million in grants for various capital improvements. Oversee all aspects of the grant cycle, including funding prospects, grant writing, award contracting, post-award management, and staff training. Additionally, assist with developing policies and procedures, preparing grant-related Resolutions and Memos, and assisting with emergency recovery efforts (i.e., FEMA reimbursement, CARES Act reporting, ARPA compliance).

Contact: Rafael Casals, Town Manager

Phone: 305-234-4262 **E-mail:** rcasals@cutlerbay-fl.gov

Project Name: Grant Writing and Administrative Services

Client/Location: North Bay Village **Dates:** 2013 – Present

Scope of Work: Assisted agency in securing and managing \$14.3 Million in grants over the past three years for various infrastructure projects. Oversee all aspects of the grant cycle, including funding prospects, grant writing, award contracting, post-award management, and staff training. Additionally, assist with developing policies and procedures, preparing grant-related Resolutions and Memos, and assisting with emergency recovery efforts (i.e., FEMA reimbursement, CARES Act reporting, ARPA compliance).

Contact: Dr. Ralph Rosado, Village Manager

Phone: 305-756-7171 **E-mail:** rrosado@nbvillage.com

Project Name: Grant Writing Services – Florida Department of Economic Opportunity CDBG-Mitigation

Client/Location: City of North Miami Beach **Dates:** 2020

Scope of Work: Assisted the agency in securing two grant awards totaling \$17.7 Million. BellTower worked with key personnel to develop the grant application, ensured that the project components aligned with the State's Mitigation Action Plan, advised staff on deliverables specific to federal funding to include in the project work plan and budget, and drafted and translated public notices.

Contact: Lynnetta Jackson, Grants & Special Projects Manager

Phone: 305-787-6002 ext. 3 **Email:** Lynnetta.jackson@cityymb.com



BELLTOWER
GRANT WRITING & BEYOND

Sworn Statements and Affidavits

ANTI-KICKBACK AFFIDAVIT

STATE OF Florida

COUNTY OF Miami-Dade

I the undersigned hereby duly sworn, depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY:  LaKeesha Morris-Moreau, President & CEO Bell Tower Consulting Group, LLC

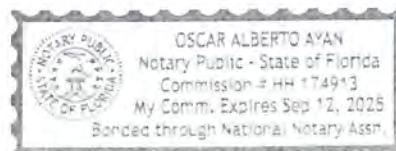
Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization, this 20th day of September, 2022, by LaKeesha Moreau

(NOTARY SEAL)


(Signature of Notary Public- State of Florida)

Oscar Ayan
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification x
Type of Identification Produced Florida driver license



NON-COLLUSION AFFIDAVIT

STATE OF Florida
COUNTY OF Miami-Dade

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.


BY: LaKeesha Morris-Moreau, President & CEO Bell Tower Consulting Group, LLC

Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization, this 20th day of September, 2022, by LaKeesha Moreau

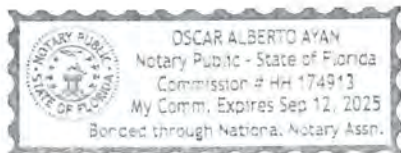
(NOTARY SEAL)


(Signature of Notary Public- State of Florida)

Oscar Ayan
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification x

Type of Identification Produced Florida driver license



SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted for LaKeesha Morris-Moreau, President & CEO
(print individual's name and title)

by Bell Tower Consulting Group, LLC

(print name of entity submitting sworn statement)

whose business address is 8950 SW 74th Court Suite 2201-A49 Miami, FL 33156

and (if applicable) its Federal Employer Identification Number (FEIN) is

27-2225823

(if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement): n/a

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
- a. A predecessor or successor of a person convicted of a public entity crime: or
 - b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an

affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

X Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

 The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

 The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER

31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

[Signature]
(SIGNATURE)

9-20-22
(DATE)

STATE OF Florida

COUNTY OF Miami-Dade

Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization, this 20th day of September, 2022, by Lakesha Moreau

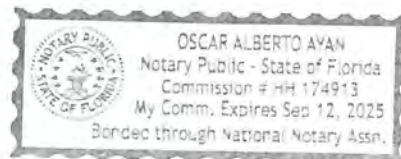
(NOTARY SEAL)

[Signature]
(Signature of Notary Public - State of Florida)

Oscar Ayan
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification X

Type of Identification Produced Florida driver license



EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Florida

COUNTY OF Miami-Dade

I, the undersigned hereby duly sworn, depose and say that the firm of Bell Tower Consulting Group, LLC
_____ provides benefits to domestic partners of its employees on the
same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances
Sec. 2-799.


By: LaKeesha Morris-Moreau, President & CEO

Sworn to (or affirmed) and subscribed before me by means of [☒] physical presence or [☐]
online notarization, this 20th day of September, 2022, by LaKeesha Moreau
_____.



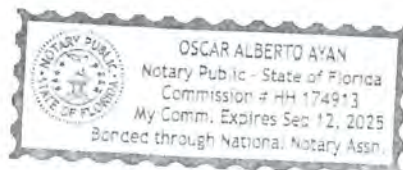
(Signature of Notary Public – State of Florida)

(NOTARY SEAL)

Oscar Ayan
(Signature of Notary Public – State of Florida)

Personally Known _____ OR Produced Identification X

Type of Identification Produced Florida driver license



CONE OF SILENCE AFFIDAVIT

Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF Florida
COUNTY OF Miami-Dade

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of BellTower Consulting Group, LLC have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

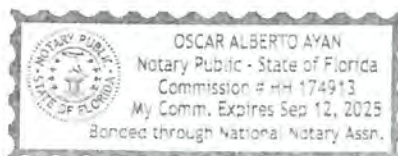
[Signature]
(signature)
9-20-22
(date)

Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization, this 20th day of September, 2022, by Lakeisha Moreau

[Signature]
(Signature of Notary Public – State of Florida)
(NOTARY SEAL) Oscar Ayan
(Signature of Notary Public – State of Florida)

Personally Known _____ OR Produced Identification X

Type of Identification Produced Florida driver license



Sec. 2-773. Cone of Silence.

- (a) *Definitions.* For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:
- (1) *Competitive solicitation* means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
 - (2) *Cone of silence* means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
 - (3) *Evaluation or selection committee* means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
 - (4) *Vendor* means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
 - (5) *Vendor's representative* means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.
- (b) *Prohibited communications.* A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:
- (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
 - (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
 - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee therefore; and
 - (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.
- (c) *Permitted communications.* Notwithstanding the foregoing, nothing contained herein shall prohibit:

- (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
 - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.
 - (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.
 - (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;
 - (3) Oral communications at duly noticed pre-bid conferences;
 - (4) Oral presentations before publicly noticed evaluation and/or selection committees;
 - (5) Contract discussions during any duly noticed public meeting;
 - (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;
 - (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
 - (8) Purchases exempt from the competitive process pursuant to [section 2-797](#) of these Code of Ordinances;
- (d) *Procedure.*
- (1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by [section 2-826](#) of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.
 - (2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation or takes other action which ends the competitive solicitation.
 - (3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.
- (e) *Violations/penalties and procedures.*
- (1) A sworn complaint alleging a violation of this ordinance may be filed with

the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.

- (2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.
- (3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.
- (4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.
- (5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section. (*Ord. No. 13-11, § 1, 6-18-2013*)

**VENDOR CERTIFICATION REGARDING
SCRUTINIZED COMPANIES LISTS**

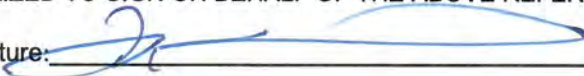
Respondent Vendor Name: Bell Tower Consulting Group, LLC
Vendor FEIN: 27-2225823
Vendor's Authorized Representative Name and Title: LaKeesha Morris-Moreau, President & CEO
Address: 8950 SW 74th Court Suite 2201-A49
City: Miami State: FL Zip: 33156
Phone Number: 786-232-0771
Email Address: lakeesha@belltowergroup.org

Section 287.135(2)(a), Florida Statutes, prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars (\$1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

AS THE PERSON AUTHORIZED TO SIGN ON BEHALF OF RESPONDENT, I HEREBY CERTIFY THAT THE COMPANY IDENTIFIED ABOVE IN THE SECTION ENTITLED "RESPONDENT VENDOR NAME" IS NOT LISTED ON EITHER THE SCRUTINIZED COMPANIES THAT BOYCOTT ISRAEL LIST, SCRUTINIZED COMPANIES WITH ACTIVITIES IN SUDAN LIST OR THE SCRUTINIZED COMPANIES WITH ACTIVITIES IN THE IRAN PETROLEUM ENERGY SECTOR LIST I UNDERSTAND THAT PURSUANT TO SECTION 287.135, FLORIDA STATUTES, THE SUBMISSION OF A FALSE CERTIFICATION MAY SUBJECT SUCH COMPANY TO CIVIL PENALTIES, ATTORNEY'S FEES, AND/OR COSTS AND TERMINATION OF THE CONTRACT AT THE OPTION OF THE AWARDING GOVERNMENTAL ENTITY.

CERTIFIED BY: LaKeesha Morris-Moreau President & CEO
PRINT NAME PRINT TITLE

WHO IS AUTHORIZED TO SIGN ON BEHALF OF THE ABOVE REFERENCED COMPANY.

Authorized Signature: 

CITY OF KEY WEST INDEMNIFICATION FORM

PROPOSER agrees to protect, defend, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against any and all claims, debts, demands, expense and liability arising out of injury or death to any person or the damage, loss of destruction of any property which may occur or in any way grow out of any act or omission of the PROPOSER, its agents, servants, and employees, or any and all costs, expense and/or attorney fees incurred by the City as a result of any claim, demands, and/or causes of action except of those claims, demands, and/or causes of action arising out of the negligence of The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, agents, servants and employees. The PROPOSER agrees to investigate, handle, respond to, provide defense for and defend any such claims, demand, or suit at its sole expense and agrees to bear all other costs and expenses related thereto, even if it (claims, etc.) is groundless, false or fraudulent. The City of Key West does not waive any of its sovereign immunity rights, including but not limited to, those expressed in Section 768.28, Florida Statutes. PROPOSER understands and agrees that any and all liabilities regarding the use of any subcontractor for services related to this agreement shall be borne solely by the PROPOSER. Ten dollars of the consideration paid by the City is acknowledged by PROPOSER as separate, good and sufficient consideration for this indemnification.

This indemnification shall be interpreted to comply with Section 725.06 and 725.08, Florida Statutes.

These indemnifications shall survive the term of this agreement. In the event that any action or proceeding is brought against the City of Key West by reason of such claim or demand, PROPOSER shall, upon written notice from the City of Key West, resist and defend such action or proceeding by counsel satisfactory to the City of Key West.

The indemnification provided above shall obligate PROPOSER to defend at its own expense to and through appellate, supplemental or bankruptcy proceeding, or to provide for such defense, at the City of Key West's option, any and all claims of liability and all suits and actions of every name and description covered above which may be brought against the City of Key West whether performed by PROPOSER, or persons employed or utilized by PROPOSER.

The PROPOSER's obligation under this provision shall not be limited in any way by the agreed upon Contract Price as shown in this agreement, or the PROPOSER's limit of or lack of sufficient insurance protection.

[REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK]

COMPANY SEAL

PROPOSER:

Bell Tower Consulting Group, LLC

Address

8950 SW 74th Court Suite 2201-A49

Miami, FL 33156

Signature



LaKeesha Morris-Moreau

9/20/2022

Print Name

Date

President & CEO

Title

NOTARY FOR THE PROPOSER

STATE OF Florida

COUNTY OF Miami-Dade

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 20th day of September, 2022, by LaKeesha Moreau.

Signature of Notary



Print, Type or Stamp Name of Notary

Oscar Ayan

Personally Known _____ OR Produced Identification X

Type of Identification Produced

Florida driver license

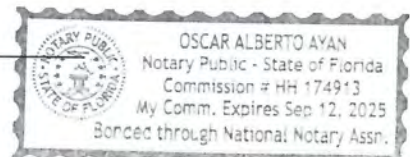


Exhibit B: Proposal Ranking Form and Scoring Worksheet

Project Name: **Grant Writing and Grant Administration Services**

Project Number: **RFP #22-005**

Firm

Bell Tower Consulting Group, LLC

Date

SELECTION CRITERIA	POINTS ALLOWED	POINTS SCORED
Company experience, staffing, and capabilities	30	
Approach and Methodology	20	
Qualifications and References	30	
Cost/Price	15	
Use of MBE's/WBE's	5	
Total Points	100	

EXHIBIT B				
RFP 22-005 Scoring Worksheet: Grant Writing and Grant Administration Services				
Firm Name:				
	Range of possible scores per criterion	Score assigned		Comments/considerations
Company experience, staffing, and capabilities	0-30			
Unresponsive	0-4		Submittal lacks required information to evaluate the proposal or firm demonstrates no experience in grant writing or grant administration.	
Acceptable	5-10		Consultant team members have less than 5 years experience writing and administering grants. Firm has some directly related experience and has completed limited grant writing and grant administration.	
Advantageous	11-20		Consultant team members have at least 5 years experience writing and administering grants. Firm has significant experience completing multiple projects that reflect the scope in RFP Section B.	
Highly advantageous	21-30		Consultant team members have experience that surpasses aforementioned standards. Highly experienced firm has completed extensive work on complex grant writing and grant administration projects. Firm has a significant track record of highly successful work demonstrating expert knowledge and skill.	
Criterion score		0		
Approach and Methodology	0-20			
Unresponsive	0-4		Submittal lacks required information to evaluate the proposal or approach and methodology are not clearly stated.	
Acceptable	5-10		Firm's approach and methodology includes a satisfactory description of a plan to perform grant writing and ARPA grant administration as well as how they will implement that plan.	
Advantageous	11 - 15		Firm's approach and methodology includes a clear and concise description of a plan to perform grant writing and ARPA grant administration as well as implementation of that plan.	
Highly advantageous	15 - 20		Firm's approach and methodology provides comprehensive planning and implementation of grant consulting services surpassing aforementioned standards.	
Criterion score		0		
Qualifications and References	0-30			
Unresponsive	0-4		Submittal lacks required information to evaluate the proposal or firm demonstrates minimal qualifications and references.	
Acceptable	5-10		Firm provided some information showing team's performance, capacity to work successfully together and depth of experience on similar assignments; submittal includes less than 5 examples of successfully funded grants and less than 5 examples of administered grants; submittal includes 3 references.	

EXHIBIT B				
RFP 22-005 Scoring Worksheet: Grant Writing and Grant Administration Services				
Firm Name:				
	Range of possible scores per criterion	Score assigned		Comments/considerations
Advantageous	11-20		Firm's narrative demonstrates team's performance, capacity to work successfully together and depth of experience on similar assignments; submittal includes 5 examples of successfully funded grants and 5 examples of administered grants; submittal includes 3 references	
Highly advantageous	21-30		Firm's performance, capacity to work successfully together and depth of experience surpasses aforementioned standards demonstrating exemplary grant writing and grant administration services; submittal includes 3 references	
Criterion score		0		
Cost/Price	0-15			
Formula score between 0 & 5 (Score determined by formula; negative score gets 0)	0-5		Cost scores are determined by the proposal with the lowest total cost; lowest total cost gets the maximum number of cost points; remaining proposals are rated using the following formula: $[1 - (B-A)/A] \times C = \text{Final Cost Score}$ A = lowest Offeror's cost B = Offeror's cost being scored C = maximum number of cost points available	
Formula score between 6 & 10 (Score determined by formula)	6-10		Cost scores are determined by the proposal with the lowest total cost; lowest total cost gets the maximum number of cost points; remaining proposals are rated using the following formula: $[1 - (B-A)/A] \times C = \text{Final Cost Score}$ A = lowest Offeror's cost B = Offeror's cost being scored C = maximum number of cost points available	
Formula score between 11 & 14 (Score determined by formula)	11-14		Cost scores are determined by the proposal with the lowest total cost; lowest total cost gets the maximum number of cost points; remaining proposals are rated using the following formula: $[1 - (B-A)/A] \times C = \text{Final Cost Score}$ A = lowest Offeror's cost B = Offeror's cost being scored C = maximum number of cost points available	
Lowest cost proposal (Gets max points)	15		Cost scores are determined by the proposal with the lowest total cost; lowest total cost gets the maximum number of cost points; remaining proposals are rated using the following formula: $[1 - (B-A)/A] \times C = \text{Final Cost Score}$ A = lowest Offeror's cost B = Offeror's cost being scored C = maximum number of cost points available	
Criterion score		0		

EXHIBIT B				
RFP 22-005 Scoring Worksheet: Grant Writing and Grant Administration Services				
Firm Name:				
	Range of possible scores per criterion	Score assigned		Comments/considerations
Use of MBE's/WBE's	0-5			
Unresponsive	0		Submittal lacks required information to evaluate the proposal or use of DBE's/MBE's is not planned.	
Acceptable	1-2		Response includes a plan to comply with the six (6) affirmative steps outlined in 2 CFR 200.321, including requiring subconsultants to take these affirmative steps.	
Advantageous	3-4		Response includes a plan to comply with the six (6) affirmative steps outlined in 2 CFR 200.321, including requiring subconsultants to take these affirmative steps and respondent lists 1 potential MBE/WBE to contract with.	
Highly advantageous	5		Response includes a plan to comply with the six (6) affirmative steps outlined in 2 CFR 200.321, including requiring subconsultants to take these affirmative steps and respondent lists 2 or more potential MBEs/WBEs to contract with.	
Criterion score		0		
Total firm score		0		



City of Key West
1300 White Street, Key West, FL, 33040 (305) 809-3700

ADDENDUM NO. 1

Grant Writing and Grant Administration Services RFP # 22-005

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and technical nature.

QUESTIONS/CLARIFICATIONS:

Question 1

Would the City be open to explore other pricing models other than a lump sum for the grant writing services?

Response 1

Yes

Question 2

Is the City interested in exploring additional grant funding sources that might be available to them, such as the following?

- US Department of Transportation - Rebuilding American Infrastructure Sustainably & Equitably (RAISE)
- US Department of Transportation - Bridge Investment Program
- US Department of Transportation - Port Infrastructure Development Program
- Federal Emergency Management Agency - Building Resilient Infrastructure for Communities (BRIC)

Response 2

Yes

Question 3

Are the cover/cover letter/contents/dividers included in the 20-page count?

Response 3

The cover letter is included in the 20-page count. The cover, contents (if referring to a table of contents) and dividers are not included.

Question 4

As currently worded, we believe that the indemnity provision on the Indemnification Form on page 21 of the RFP is not in compliance with Florida Statute 725.08 and is unenforceable.

Please consider rewording same to conform with the statute. Suggested language per Florida Statutes 725.08 is:

"The design professional shall indemnify and hold harmless the agency, and its officers and employees, from liabilities, damages, losses, and costs, including, but not limited to, reasonable attorneys' fees, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of the design professional and other persons employed or utilized by the design professional in the performance of the contract."

Response 4

This RFP is not for design.

Question 5

Please consider REMOVING the highlighted text from the paragraph below:

3.6. CONSULTANT shall perform the professional services under this Agreement at the level customary for competent and prudent professionals in CONSULTANT'S field performing such services at the time and place where the services are provided. In the event CONSULTANT does not comply with this standard, and omissions or errors are made by CONSULTANT, CONSULTANT will correct such work that contains errors or omissions at no cost to CITY and reimburse CITY through compensation for damages.

Response 5

Contract negotiations occur after the proposer is chosen by the City Commission.

Question 6

Please consider REMOVING the highlighted text from the paragraph below:

7.8.1. To the fullest extent permitted by law, the CONSULTANT expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents, and employees (herein called the "indemnities") from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONSULTANT, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims by indemnities for indemnification shall be limited to the amount of CONSULTANT's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

Response 6

Contract negotiations occur after the proposer is chosen by the City Commission.

Question 7

Please consider ADDING the highlighted text provided below:

7.9.2. CONSULTANT shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as an additional insured on all policies—except Professional Liability and workers' compensation—on a PRIMARY and NON CONTRIBUTORY basis utilizing an ISO standard endorsement at least as broad as CG 2010 (11/85) or its equivalent, (combination of CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations, is acceptable) including a waiver of subrogation clause in favor of City of Key West on all policies. CONSULTANT will maintain the Professional Liability insurance coverage summarized above with

coverage continuing in full force including the additional insured endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Response 7

Contract negotiations occur after the proposer is chosen by the City Commission.

Question 8

The City requires that we certify we provide benefits to domestic partners of our employees on the same basis as we provide benefits to employees' spouses. Our health insurance does not allow us to extend coverage to domestic partners, however, we do cover a cash equivalent. In this case, is it necessary for us to take an exception to this requirement?

Response 8

Section 2-799(e)(6) of our code of ordinances states that

Provided that the contractor does not discriminate in the provision of benefits, a contractor may also comply with this section by providing an employee with the cash equivalent of such benefits, if the city manager or his/her designee determines that either:

The contractor has made a reasonable yet unsuccessful effort to provide equal benefits. The contractor shall provide the city manager or his/her designee with sufficient proof of such inability to provide such benefit or benefits which shall include the measures taken to provide such benefit or benefits and the cash equivalent proposed, along with its certificate of compliance, as is required under this section.

2-799(a)(3) defines 'Cash equivalent' as the amount of money paid to an employee with a domestic partner in lieu of providing benefits to the employee's domestic partner. The cash equivalent is equal to the employer's direct expense of providing benefits to an employee for his or her spouse.

The cash equivalent of the following benefits applies:

[...]

b. For health benefits, the cost to the contractor of the contractor's share of the single monthly premiums that are being paid for the domestic partner employee, to be paid on a regular basis while the domestic partner employee maintains such insurance in force for himself or herself.

[...]

Question 9

You note that the total proposal length (not including required forms, Sworn Statements, or Affidavits) will not exceed 10 double (20 single) side pages. Are resumes excluded from this 20 page limit? Well over half the proposal will include resumes - even if we limit resumes to one page.

Response 9

Yes, resumes are excluded.

Question 10

Does a proposal cover count as a page toward the page limit?

Response 10

No

Question 11

Information provided in the RFP states that the City writes about 25 grant applications each year. On the pricing form, we are asked for a lump sum annual price for grant writing services, but it is unclear whether the City expects the awarded vendor to assume responsibility for all 25 grant applications or some portion of the total. To receive similar responses across bidders, could the City clarify the level of effort expected under grant writing services?

Response 11

The assumption is for the awarded vendor to assume responsibility for all 25 grant applications with assistance from City Staff for content. 25 is an average number.

Question 12

The RFP requests a monthly report detailing the time spent on grant writing effort, "summarizing the amount of time expended and describing activities undertaken during the previous month." The request for pricing shows this as an annual lump sum paid in monthly increments. The reporting request for time expended seems at odds with your request to provide pricing as a lump sum. Can the City provide further clarification that may align the reporting request with the pricing request?

Response 12

Time estimates are acceptable for these monthly reports. This info is used as reference to estimate the complexity of each grant written.

Question 13

RFP Section C.12 clearly states that 9 of the 10 listed requirements count toward the 20 single-sided page limit. Resumes are requested in this section. Would the City prefer that abbreviated resumes/bios be included to meet the page limitation, with full resumes attached as an addendum not counted against the 20-page limit?

Response 13

Resumes are not counted against the 20-page limit.

All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 1** by submitting the addendum with their proposal as a required form. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.


 Signature


 Name of Business



BELLTOWER
GRANT WRITING & BEYOND

Cost Proposal

Exhibit C: Cost Proposal

Consultant Name: _____

Project Name: **Grant Writing and Grant Administration Services**

Project Number: **RFP #22-005**

Grant Writing Services (lump sum): Please enter a lump sum amount for each year to be paid monthly in twelve (12) even payments. The annual amounts should be all-inclusive and include any anticipated increases over the years. Refer to Section C.12, Item 10 Cost Proposal.

Year	Lump Amount
Year 1	\$ 72,000.00
Year 2	\$ 77,040.00
Year 3	\$ 82,433.00
Year 4 – (Year 1 of two-year option to renew)	\$ 88,203.00
Year 5 – (Year 2 of two-year option to renew)	\$ 94,377.00
Total Grant Writing Services Amount	\$ 414,053.00

Grant Administration Services (hourly): Please enter staff position, all-inclusive hourly rate with anticipated increases over the years, hours per month, and total cost per month. Refer to Section C.12, Item 10 Cost Proposal.

Staff Position	Hourly Rate	Hours per Month	Total Cost per Month
Senior Grant Manager/Federal Grants Specialist	\$ 150.00	10	\$ 1,500.00
Project Manager/Compliance Assistant	\$ 125.00	10	\$ 1,250.00
Administrative Assistant	\$ 75.00	10	\$ 750.00
	\$		\$
	\$		\$
	\$		\$
	\$		\$
	\$		\$
Total Estimated Monthly Cost of Grant Administration A)			\$ 3,500.00
Total Estimated Annual Cost of Grant Administration (A x 12) B)			\$ 42,000.00
Total Estimated 5-Year Cost of Grant Administration (B x 5) C)			\$ 210,000.00

Note: 10/hour is an estimate of the average number of hours over the course of the year

5-Year Total Grant Writing PLUS Grant Administration (This total used for scoring)	\$ 624,053.00
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