

Firm Name: Traylor & Associates, Inc.	DUNS Number: 13-039-6385	Federal EIN: 75-1380234
Prequalification Contact First, Last Name and Title: Gary R. Traylor, President	Phone Number: +1 (903) 581-0500	Prequalification Contact E-mail Address: gary.traylor@grtraylor.com
Firm Web Address www.grtraylor.com	Firm Mailing Address P.O. Box 7035, Tyler, Texas 75711	Name of Firm's President/Managing Officer: Gary R. Traylor

Application for Prequalification to Provide Administrative Services

IMPORTANT: The term “respondent” refers to the individual or firm responding to this RFQ. Responses to the items in Part 1 will be posted on TDA's website with the Approved Vendor List for Grant Administrative Services. Responses to the items in Part 2 will be disclosed to participating local governments during the project-based solicitation. The applicant must verify their eligibility through the System for Award Management (SAM) and demonstrate they are not listed on the government-wide exclusion list. Attach printout(s) of verification page with date. **With the exception of SAM verification, TDA will not accept or publish any attachments to the application. A response is required for all questions.**

Part 1

1. Provide a brief history or background of the respondent including number of years in the business of providing grant writing and/or grant administration services.

The firm was founded in 1974 as a sole proprietorship by Mr. Thomas E. Barber, P.E. and operated under the name THOMAS E. BARBER & ASSOCIATES until 1978. Mr. Barber, an engineer by training and education, served as an Assistant Regional Administrator of HUD and Manager of HUD's Little Rock, Arkansas Area Office in the early 1970's.

The firm was organized to assist mid-sized cities and other smaller local governments whose lack of knowledge or understanding of government assistance programs prevented them from accessing these sources of financing, especially grants available through agencies of the state and federal government, for needed community projects.

In 1978, Mr. Barber formed a partnership with Mr. Gary R. Traylor, and the firm continued under the name BARBER-TRAYLOR & ASSOCIATES until 1981. During this period the firm experienced growth and opened a Field Office in West Texas.

In 1981, Mr. Barber and Mr. Traylor merged the firm with BARBER-BRANNON ENGINEERS, a firm owned jointly by Mr. Barber and another partner, and incorporated under the name BARBER-BRANNON-TRAYLOR, INC. The merger consolidated engineering, architectural, and planning/grant-related disciplines, making it possible to offer a full range of services to a growing number of local government clients. The firm also opened an engineering practice in Abilene, Texas, during this period. In 1984, the firm added a new member, Mr. David Todd, P.E., and briefly operated under the name BARBER, BRANNON, TRAYLOR, & TODD, Inc. On December 31, 1984, Mr. Barber, the Corporation's President, sold his interest to the other members of the firm, and retired.

The specialized application preparation and grant management functions of the firm were taken over by Mr. Traylor, and GARY R. TRAYLOR & ASSOCIATES, INC. was formed on January 1, 1985.

2. Describe the respondent's experience with the Community Development Block Grant (CDBG) Program and in particular the state CDBG program.

Traylor & Associates is the oldest grant management firm in the State of Texas having operated continuously since 1974. During the last 45 years our company has assisted cities and counties throughout the state in the application and administration of over 1,000 grant-funded projects comprising over \$500 Million (\$500,000,000) in federal/state funds. Our daily involvement with various state and federal agencies has allowed our staff to fully grasp the unique intricacies involved in the timely administration of government grants. The majority of these grants were funded through the HUD CDBG program. In addition to infrastructure projects we have provided grant administration on the rehabilitation or reconstruction of more than 4,000 single-family housing units.

3. Describe the respondent's experience with the following:

- a. Community wide infrastructure projects
- b. Direct beneficiary projects, such as housing rehabilitation or on-site sewer facility replacement
- c. Job creation programs, including TCF-Infrastructure/Real Estate
- d. Projects involving multiple funding sources

Traylor & Associates has particular knowledge and experience in programs operated by the United States Department of Housing and Urban Development and designated state agencies administering HUD funds. Since 1974, the company has been engaged full-time in administering over 1,000 grant-funded projects, which includes community wide infrastructure projects, direct beneficiary projects (approximately seventy (70) different non-entitlement jurisdictions that resulted in the collective rehabilitation or reconstruction of over 4,050 single-family dwelling units), Texas Capital Fund job creation programs, and infrastructure/real estate projects, and many disaster related projects involving multiple funding sources.

4. Describe the range of services that the respondent offers in-house and the services typically offered through subcontractors.

Traylor & Associates offers the following in-house services: application preparation, financial management, recordkeeping requirements, environmental clearance procedures, real property acquisition procedures under the Uniform Act, EEO requirements, labor standards monitoring, and close-out assistance.

5. Identify the geographic areas in which the respondent offers services.

<input type="checkbox"/> AACOG	<input type="checkbox"/> ATCOG	<input type="checkbox"/> BVCOG	<input type="checkbox"/> CAPCOG	<input type="checkbox"/> CBCOG
<input type="checkbox"/> CTCOG	<input type="checkbox"/> CVCOG	<input type="checkbox"/> DETCOG	<input type="checkbox"/> ETCOG	<input type="checkbox"/> GCRPC
<input type="checkbox"/> HGAC	<input type="checkbox"/> HOTCOG	<input type="checkbox"/> LRGVDC	<input type="checkbox"/> MRGDC	<input type="checkbox"/> NCTCOG
<input type="checkbox"/> NORTEX	<input type="checkbox"/> PBRPC	<input type="checkbox"/> PRPC	<input type="checkbox"/> RGCOG	<input type="checkbox"/> SETRPC
<input type="checkbox"/> SPAG	<input type="checkbox"/> STDC	<input type="checkbox"/> TEXOMA	<input type="checkbox"/> WCTCOG	<input checked="" type="checkbox"/> Statewide

6. Describe the respondent's ability to devote the needed time to a project based on current workload.

While our company is large enough to provide the services requested, we are also small enough to provide the dedication and attention to detail needed in all grant-funded projects administered by our office. By mobilizing tenured staff to grantee locations, Traylor & Associates can provide an unparalleled level of service and responsiveness to the needs of our clients. Conference calls, online web meetings, and other secure FTP services are frequently utilized in the team coordination of field staff with personnel in the office, clients, engineering firms and agencies. If additional staffing is required onsite during the conduct of meetings or public forums, they can be mobilized in a timely manner.

7. Is the respondent a TxCDBG certified administrator? Yes, certified 2018
 If "No", provide most recent year of certification: No, will become certified if selected

8. Using the table below, provide detailed information on up to five performance contracting projects the respondent completed (if possible, include contracts with multiple different entities served by the respondent). Only include projects that have at least one year of documented performance data or are currently under contract with the respondent, and that can be used as references.

Project Data and References		Add Project
<input type="button" value="Remove Project"/>	Project Name	City of Alto - GLO: 15-272-000-9097 / DRS 230004-23259-1
Facility Type and Use		Street Improvements - Gas Line Relocation
Project Location (Jurisdiction)		Wells, Texas
Project Size		
-Number of Houses/Buildings	Gas line improvements along US Highway 69 from 1,100 linear feet south of Wells City Limits 10,560 linear feet north in Cherokee County; West Frank Edge from US Highway 69 to end of road approx. 1,055 linear feet; rectifier on southeast corner of East Second Street and Bonita Street; rectifier on Homer Avenue between West Fourth Street and First Street; and rectifier on Forest Road approx. 1,585 feet west of the Wells city limits.	
-Total Linear Feet/Square Footage	Water and sewer facilities relocation constructed by the City of Wells is also in support of the TxDOT widening of US Highway 69 project located along US Highway 69 Angelina County Line to 2.9 miles north in Cherokee County approx. 15,312 linear feet.	

Role & Responsibilities	Coordination with City staff and engineering firm regarding construction plans, schedules, budgets, performance statement and project revisions if necessary.
Project Cost	\$19,623,333: \$743,218 Grant Funds, TxDOT \$15,800,000 and USDA \$3,080,115
Financing/Funding Source	General Land Office / Texas Department of Transportation / USDA Rural Development
Method of Documenting Beneficiaries	Census
Project Schedule -Environmental Review Start and End Dates -Construction Start and End Dates -Describe if project was completed on schedule or delayed	Environmental Review: May 11, 2015 - December 4, 2015 Construction: March 18, 2016 (start date) and December 31, 2018 (end date) Project on schedule.
Monitoring and Verification Methods	Work with City staff and engineer to verify procurement scheduling of construction contractor (sealed bids) including approved bid package, appropriate Wage Decision, and project environmental clearance. Internal spreadsheets assist in oversight of project budgets, contract compliance, and necessary revisions.
Project Personnel List all personnel associated with this project and their roles and responsibilities (only list those who may be assigned to a project).	Gary Traylor - Wrote application and oversight Mark Taylor - Financial draws, budgets and contract revisions Melinda Smith - Financial draws, budgets and contract revisions Kari Beth Smith - Environmental Review Christel Kiker - Labor Standards and reporting
Contact Information Current phone and e-mail address of local government representatives you worked with.	The Honorable Jimmy Allen, Mayor altoch@consolidated.net 936-858-4711
Remove Project	Project Name City of Vidor - TxCDBG #7216471
Facility Type and Use	Sewer Improvements
Project Location (Jurisdiction)	Vidor, Texas
Project Size -Number of Houses/Buildings -Total Linear Feet/Square Footage	installation of 110 sewer yard service lines, boring, cleanouts, pavement repair, and all associated appurtenances
Role & Responsibilities	Coordination with City staff and engineering firm regarding construction plans, schedules, budgets, performance statement and project revisions if necessary.
Project Cost	\$330,000: \$275,000 Grant Funds and \$55,000 Other Funds
Financing/Funding Source	Texas Department of Agriculture
Method of Documenting Beneficiaries	Census
Project Schedule -Environmental Review Start and End Dates -Construction Start and End Dates -Describe if project was completed on schedule or delayed	Environmental Review: December 19, 2016 - March 30, 2017 Construction: September 6, 2017 (start date) Project on schedule.
Monitoring and Verification Methods	Work with City staff and engineer to verify procurement scheduling of construction contractor (sealed bids) including approved bid package, appropriate Wage Decision, and

	project environmental clearance. Internal spreadsheets assist in oversight of project budgets, contract compliance, and necessary revisions.
Project Personnel List all personnel associated with this project and their roles and responsibilities (only list those who may be assigned to a project).	Mark Taylor - Wrote application and oversight Melinda Smith - Financial draws, budgets and contract revisions Christel Kiker - Environmental Review, Labor Standards, and reporting
Contact Information Current phone and e-mail address of local government representatives you worked with.	Mike Kunst, City Manager mkunst@cityofvidor.com 409-769-5473 ext. 140
Remove Project	Project Name City of Ennis - TCF #7215152
Facility Type and Use	Water, Sewer, and Street Improvements
Project Location (Jurisdiction)	Ennis, Texas
Project Size -Number of Houses/Buildings -Total Linear Feet/Square Footage	installation of 1,440 lf, of 12-inch water line, 3 fire hydrants, 2,145 lf of 10-inch sewer line, 240 lf of bore and casing, 400 lf of casing, connection to existing lift station, 6 manholes, 1,440 lf of 6-inch lime treated subgrade, lime road base, storm sewer pipe and inlets, and all associated appurtenances for water, sewer, and street improvements
Role & Responsibilities	Coordination with City staff and engineering firm regarding construction plans, schedules, budgets, performance statement and project revisions if necessary.
Project Cost	\$8,744,312.29: \$750,000 Grant Funds and \$7,994,312.29 Other Funds
Financing/Funding Source	Texas Department of Agriculture
Method of Documenting Beneficiaries	Census
Project Schedule -Environmental Review Start and End Dates -Construction Start and End Dates -Describe if project was completed on schedule or delayed	Environmental Review: September 29, 2015 - December 10, 2015 Construction: May 10, 2016 (start date) - January 24, 2017 (end date) Project complete.
Monitoring and Verification Methods	Work with City staff and engineer to verify procurement scheduling of construction contractor (sealed bids) including approved bid package, appropriate Wage Decision, and project environmental clearance. Internal spreadsheets assist in oversight of project budgets, contract compliance, and necessary revisions.
Project Personnel List all personnel associated with this project and their roles and responsibilities (only list those who may be assigned to a project).	Gary Traylor - Wrote application and oversight Mark Taylor - Financial draws, budgets and contract revisions Wanda Vance - Financial draws, budgets and contract revisions Kari Beth Smith - Environmental Review Christel Kiker - Labor Standards, and reporting
Contact Information Current phone and e-mail address of local government representatives you worked with.	Robert Bolen, Public Works Director rbolen@ennistx.gov 972-878-1234
Remove Project	Project Name City of West Orange - TxCDBG #7216480
Facility Type and Use	Water Improvements
Project Location (Jurisdiction)	West Orange, Texas

Project Size -Number of Houses/Buildings -Total Linear Feet/Square Footage	installation of approximately 3,977 linear feet of 3-inch to 6-inch water line, boring, hydrants, service reconnections, pavement repair, and all associated appurtenances
Role & Responsibilities	Coordination with City staff and engineering firm regarding construction plans, schedules, budgets, performance statement and project revisions if necessary.
Project Cost	\$330,000: \$275,000 Grant Funds and \$55,000 Other Funds
Financing/Funding Source	Texas Department of Agriculture
Method of Documenting Beneficiaries	Census
Project Schedule -Environmental Review Start and End Dates -Construction Start and End Dates -Describe if project was completed on schedule or delayed	Environmental Review: January 18, 2017 - March 21, 2017 Construction: December 15, 2017 (start date) Project on schedule.
Monitoring and Verification Methods	Work with City staff and engineer to verify procurement scheduling of construction contractor (sealed bids) including approved bid package, appropriate Wage Decision, and project environmental clearance. Internal spreadsheets assist in oversight of project budgets, contract compliance, and necessary revisions.
Project Personnel List all personnel associated with this project and their roles and responsibilities (only list those who may be assigned to a project).	Gary Traylor - Wrote application and oversight Mark Taylor - Financial draws, budgets and contract revisions Melinda Smith - Financial draws, budgets and contract revisions Christel Kiker - Environmental Review, Labor Standards, and reporting
Contact Information Current phone and e-mail address of local government representatives you worked with.	Michael Stelly, Interim Director of Public Works mstelly@cityofwestorange.com 409-883-7574

9. Describe the experience, competence and training of personnel with respect to grant writing and administration, and related work. Use the following table to present background on personnel who will potentially be assigned responsibility for a core project task. Also include any added expertise and capability of staff available through other branch offices, subcontracts, etc., that can provide back-up strengths.

Traylor & Associates has successfully written and administered more than 1,000 grants in the State of Texas. Our firm has the ability to brief and communicate effectively with local governing bodies such as jurisdictional, County and sub-county areas in preparing project analyses and assessments. Our staff has developed an understanding of data sources and can produce required demographic and economic documentation. After years of experience, we are familiar with the process of replicating application documents on a large scale. We also correspond daily with consulting engineers in the delivery of budget justifications, scope of work and project schedules.

Personnel Profile(s)		Add Personnel
Remove Personnel	Full Name	Gary R. Traylor
Potential Role	Base Location	Tyler, Texas
Current Employment	Current job title	President / CEO
	Company (if subcontractor)	n/a
	Job responsibilities	
	Number of years with respondent	44 years with Traylor & Associates
Previous Employment	Job Title	N/A

Company name Job responsibilities Number of years with firm	
Academic/Professional Qualifications Degree/Discipline College/University Professional Affiliations Technical Training Accreditations	Bachelor of Science, Political Science University of Texas at Tyler HUD and TDRA Application, Implementation and Environmental Workshops
Overall Total Years or relevant experience Other relevant experience or accomplishments	44 Years
Remove Personnel	Full Name Mark Taylor
Potential Role Base Location	Tyler, Texas
Current Employment Current job title Company (if subcontractor) Job responsibilities Number of years with respondent	Senior Vice President / Director of Operations n/a 16 years with Traylor & Associates
Previous Employment Job Title Company name Job responsibilities Number of years with firm	State of Texas Department of Human Services Case Management 12
Academic/Professional Qualifications Degree/Discipline College/University Professional Affiliations Technical Training Accreditations	Bachelor of Science, Business Management Le Tourneau University - Longview, Texas HUD and TDRA Application, Implementation and Environmental Workshops Licensed Residential Mortgage Loan Originator TxDOT Local Government Project Procedures Qualified Person
Overall Total Years or relevant experience Other relevant experience or accomplishments	27
Remove Personnel	Full Name Melinda Smith
Potential Role Base Location	Project Management Tyler, Texas
Current Employment Current job title Company (if subcontractor) Job responsibilities Number of years with respondent	Vice President / Project Manager n/a 1 year with Traylor & Associates
Previous Employment Job Title	Vice President / Project Manager

Company name	Amazing Grants
Job responsibilities	
Number of years with firm	6 years

Academic/Professional Qualifications	
Degree/Discipline	Texas A & M - Commerce/Real Estate
College/University	
Professional Affiliations	
Technical Training	TxCDBG, HUD and GLO Application, Implementation and Environmental Workshops
Accreditations	TxDOT Local Government Project Procedures Qualified Person

Overall	
Total Years or relevant experience	8 years CDBG experience / 12 years legal real estate and accounting
Other relevant experience or accomplishments	

Remove Personnel	Full Name	Wanda Vance
------------------	------------------	-------------

Potential Role	Project Management
Base Location	Tyler, Texas

Current Employment	
Current job title	Vice President / Project Manager
Company (if subcontractor)	n/a
Job responsibilities	
Number of years with respondent	14 years with Traylor & Associates

Previous Employment	
Job Title	N/A
Company name	
Job responsibilities	
Number of years with firm	

Academic/Professional Qualifications	
Degree/Discipline	Business Management
College/University	Tyler Junior College - Tyler, Texas
Professional Affiliations	
Technical Training	TDRA Implementation, HUD Environmental and TDA Workshops
Accreditations	Homeland Security, Capacity Building & Source Water Protection Workshop Career Track Marketing Workshops & Career Track Management Workshop

Overall	
Total Years or relevant experience	14 years of CDBG Project Administration with Traylor & Associates
Other relevant experience or accomplishments	

Remove Personnel	Full Name	Kari Beth Smith
------------------	------------------	-----------------

Potential Role	Contracts and Environmental Services
Base Location	Tyler, Texas

Current Employment	
Current job title	Compliance Coordinator
Company (if subcontractor)	n/a
Job responsibilities	Preparation of contracts and environmental review records
Number of years with respondent	18 years with Traylor & Associates

Previous Employment	
Job Title	

Company name Job responsibilities Number of years with firm	
---	--

Academic/Professional Qualifications Degree/Discipline College/University Professional Affiliations Technical Training Accreditations	Dallas Baptist University - Dallas, Texas TxCDBG Implementation and Application Workshops HUD & TDRA Environmental Training Workshops TxDOT Local Government Project Procedures Qualified Person
---	---

Overall Total Years or relevant experience Other relevant experience or accomplishments	18 years of CDBG experience
--	-----------------------------

Remove Personnel	Full Name	Christel Kiker
------------------	------------------	----------------

Potential Role Base Location	Labor Payroll and Environmental Services Tyler, Texas
---------------------------------	--

Current Employment Current job title Company (if subcontractor) Job responsibilities Number of years with respondent	Administrative Assistant n/a Reviews Davis Bacon Labor Payroll, HOME Environmental Services, assist with CDBG Environmental Services 6 years with Traylor & Associates
---	---

Previous Employment Job Title Company name Job responsibilities Number of years with firm	Store Manager Hastings Entertainment, Inc. Oversee day to day operations of store 15 Years
--	---

Academic/Professional Qualifications Degree/Discipline College/University Professional Affiliations Technical Training Accreditations	Bachelors of Science - Psychology Sam Houston State University - Huntsville, Texas
---	---

Overall Total Years or relevant experience Other relevant experience or accomplishments	6 years experience with HOME and CDBG projects
--	--

Remove Personnel	Full Name	Stacy Schaff
------------------	------------------	--------------

Potential Role Base Location	Project Management Tyler, Texas
---------------------------------	------------------------------------

Current Employment Current job title Company (if subcontractor) Job responsibilities Number of years with respondent	Project Manager n/a 3 years with Traylor & Associates
---	---

Previous Employment Job Title Company name Job responsibilities Number of years with firm	Exploration Analyst/ Consultant Schaff Energy Systems, LLC. Analysis & Research for acquisition of mineral rights and agreements in exploration
--	---

Academic/Professional Qualifications Degree/Discipline College/University Professional Affiliations Technical Training Accreditations	Bachelor of Arts - Spanish & International Relations Midwestern State University - Wichita Falls, Texas
---	--

Overall Total Years or relevant experience Other relevant experience or accomplishments	3 years experience CDBG
--	-------------------------

Remove Personnel	Full Name	Wesley Traylor
------------------	------------------	----------------

Potential Role Base Location	Project Management Tyler, Texas
---------------------------------	------------------------------------

Current Employment Current job title Company (if subcontractor) Job responsibilities Number of years with respondent	Capital Area Associate n/a 2 years with Traylor & Associates, Inc.
---	--

Previous Employment Job Title Company name Job responsibilities Number of years with firm	Senior Account Executive Forcepoint, LLC 1 year
--	---

Academic/Professional Qualifications Degree/Discipline College/University Professional Affiliations Technical Training Accreditations	Bachelors of Business Administration Texas A & M University - College Station, Texas TxCDBG, HUD and GLO application, Implementation and Environmental Workshop, TxDOT Local Government Project, FEMA-HMGP grant writing, Texas Enterprise Zone Program
---	---

Overall Total Years or relevant experience Other relevant experience or accomplishments	2 years experience CDBG
--	-------------------------

Remove Personnel	Full Name	Beth Eddings
------------------	------------------	--------------

Potential Role Base Location	Project Management Tyler, Texas
---------------------------------	------------------------------------

Current Employment Current job title Company (if subcontractor) Job responsibilities Number of years with respondent	Assistant Project Manager n/a 1 year with Traylor & Associates
---	--

Previous Employment Job Title Company name Job responsibilities Number of years with firm	Administrative Assistant Diocese of Tyler bookkeeping, event coordinating, fundraising, assisted with grant research and writing 4 years
--	---

Academic/Professional Qualifications Degree/Discipline College/University Professional Affiliations Technical Training Accreditations	Associates of Science - Health Information Management Tyler Junior College TxCDBG certified, TxDOT Local Government Program, Implementation and Environmental workshop
---	--

Overall Total Years or relevant experience Other relevant experience or accomplishments	6 years information management; 4 years bookkeeping
--	---

Remove Personnel	Full Name	Keith Tijerina
------------------	------------------	----------------

Potential Role Base Location	Information Technology Tyler, Texas
---------------------------------	--

Current Employment Current job title Company (if subcontractor) Job responsibilities Number of years with respondent	Information Technology Coordinator n/a Ensure computer network runs efficiently 3 years with Traylor & Associates
---	--

Previous Employment Job Title Company name Job responsibilities Number of years with firm	Owner Power Up PC Repair All phases of company operations 4 Years
--	--

Academic/Professional Qualifications Degree/Discipline College/University Professional Affiliations Technical Training Accreditations	Computer Network Administration Tyler Junior College, Tyler, Texas
---	---

Overall Total Years or relevant experience Other relevant experience or accomplishments	10
--	----

10. Provide a statement on the availability and commitment of the firm and personnel to undertake the project.

Traylor & Associates has the proven capacity required to meet the needs of the Grantee by maintaining a staff capable of providing services on time, in scope and under budget on a daily basis. This is emphasized in a CDBG track record spanning more than 43 years. Our experienced staff is well trained in all aspects of the Downtown Revitalization and Main Street CDBG Services including financial, acquisition, general administrative and labor standards duties.

11. Is the respondent certified or self-identified as a small business, minority- or woman- owned business enterprise, or Section 3 business?

Small Business		Woman Owned		Minority Owned		Section 3	
<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Yes	<input type="radio"/> No

12. State the respondent's policy regarding affirmative action.

Traylor & Associates does not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. Traylor & Associates will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

13. Provide any additional information that the respondent feels is essential to the respondent's statement of qualifications.

Traylor & Associates, Inc. is a small business firm that presently employs an experienced professional staff of seven persons and an additional three persons in supporting administrative positions.

Although staff size occasionally fluctuates according to overall business activity, the firm's professional staff has an average tenure of 10 years. Collectively, the existing seven professional staff members have over 80 years of experience in implementing community development, economic development, and housing, projects for communities throughout Texas.

Whenever the firm is employed to administer a project under a state or federal program, one of the firm's professional staff members is assigned to the project and is designated as the Project Manager.