



Executive Committee | Agenda

10 a.m., Wednesday, March 11, 2026
Lantana Conference Room
6800 Burleson Rd.
Bldg. 310, Suite 165
Austin, Texas 7874

Judge Ron Cunningham, *Llano County*, **Chair**
Mayor Doug Weiss, *City of Pflugerville*, **1st Vice Chair**
Mayor Pro Tem Steve Hougen, *City of Granite Shoals*,
2nd Vice Chair & Parliamentarian
Commissioner Joe Don Dockery, *Burnet County*,
Secretary
Judge Brett Bray, *Blanco County*, **Immediate Past Chair**
Mayor Kirk Watson, *City of Austin*
Commissioner Clara Beckett, *Bastrop County*
Council Member Kerry Fossler, *City of Bastrop*
Council Member Kevin Hight, *City of Bee Cave*
Judge Bryan Wilson, *Burnet County*
Judge Hoppy Haden, *Caldwell County*
Commissioner Clint Sternadel, *Fayette County*
Council Member Ben Butler, *City of Georgetown*

Commissioner Walt Smith, *Hays County*
Council Member Stephen Chang, *City of Leander*
Commissioner Steven Knobloch, *Lee County*
Mayor Crystal Mancilla, *City of Liberty Hill*
Mayor Lew White, *City of Lockhart*
Council Member Frank Ortega, *City of Round Rock*
Mayor Jane Hughson, *City of San Marcos*
Council Member Cathy Meek, *City of Smithville*
Judge Andy Brown, *Travis County*
Commissioner Ann Howard, *Travis County*
Judge Steven Snell, *Williamson County*
Commissioner Cynthia Long, *Williamson County*
Senator Pete Flores
Representative Caroline Harris-Davila

- 1. Call to Order and Opening Remarks by the Chair**
- 2. Pledge to U.S. and Texas Flags**
- 3. Consider Approving Minutes for the February 11, 2026, Meeting**
- 4. Elect the CAPCOG Executive Committee Officers for the Remainder of 2026**
Chris Miller, Executive Director
- 5. Consider Filling an Executive Committee Member Vacancy for Llano County**
Chris Miller, Executive Director
- 6. Consider Adopting a Resolution Providing Signature Authority to Individuals for the Capital Area Council of Governments.**
Silvia Alvarado, Director of Finance
- 7. Consider Awarding a Contract for Benefits Consulting Services and Benefits Enrollment Software**
Edith Wieder, Director of Human Resources
- 8. Consider Awarding a Contract for Grant-Writing Services for the Aging Services Division**
Jennifer Scott, Director of Aging Services
- 9. Consider a Resolution Authorizing Submittal of an Application to the FY 2027 UASI Program for a Common Operating Picture Data Project**
Martin Ritchey, Director of Homeland Security

A closed executive session may be held on any of the above agenda items when legally justified pursuant to Subchapter D of the Texas Open Meetings Act (Texas Government Code Chapter 551).

10. Consider a Resolution Authorizing Submittal of an Application to National Priority Area Project Competitive Grant funding opportunity

11. Consider Appointments to Advisory Committees

Andrew Hokezema, Director of Administrative Services

12. Executive Director's Report

Chris Miller, Executive Director

13. Adjourn



Executive Committee Board | Minutes

10:00 a.m. Wednesday, February 11, 2026

6800 Burleson Rd
Bldg 310, Suite 165
Lantana Conference Room
Austin, Texas 78744

Judge Ron Cunningham, *Llano County*, **Chair**
Mayor Doug Weiss, *City of Pflugerville*, **1st Vice Chair**
Mayor Pro Tem Steve Hougen, *City of Granite Shoals*,
2nd Vice Chair and Parliamentarian
Commissioner Joe Don Dockery, *Burnet County*,
Secretary

Judge Brett Bray, *Blanco County*, **Immediate Past Chair**
Council Member Kerry Fossler, *City of Bastrop*
Council Member Kevin Hight, *City of Bee Cave*
Judge Bryan Wilson, *Burnet County*
Judge Hoppy Haden, *Caldwell County*
Commissioner Clint Sternadel, *Fayette County*
Council Member Ben Butler, *City of Georgetown*
Commissioner Steven Knobloch, *Lee County*
Mayor Lew White, *City of Lockhart*
Mayor Crystal Mancilla, *City of Liberty Hill*

Council Member Frank Ortega, *City of Round Rock*
Mayor Jane Hughson, *City of San Marcos*
Judge Andy Brown, *Travis County*
Commissioner Ann Howard, *Travis County*
Commissioner Cynthia Long, *Williamson County*

Absent

Mayor Kirk Watson, *City of Austin*
Commissioner Clara Beckett, *Bastrop County*
Commissioner Walt Smith, *Hays County*
Council Member Stephen Chang, *City of Leander*
Council Member Cathy Meek, *City of Smithville*
Judge Steven Snell, *Williamson County*
Senator Pete Flores
Representative Caroline Harris-Davila

1. Call to Order and Opening Remarks by the Chair

The meeting convened at 10:02 a.m.

2. Pledge to U.S. and Texas Flags

3. Recognition of Guests

Mr. Miller recognized guests Matt Fajkus, Sarah Johnson of MF Architecture, and Zachary Unger.

4. Consider Approving Minutes for the January 14, 2026, Meeting.

Mayor Hughson made a motion to approve the January 14, 2026, minutes with a correction of the typo on item No. 4. The motion was seconded by Mayor Weiss. The motion passed unanimously.

5. Consider a Resolution Authorizing the Submittal to the Statewide Emergency Radio Infrastructure (SERI) Grant Regional Project Funding Application for FY 2027 by the Capital Area Council of Governments.

Martin Ritchey, Homeland Security Director

Mr. Ritchey presented a resolution authorizing the submittal to the Statewide Emergency Radio Infrastructure (SERI) Grant Regional Project Funding Application for FY 2027 by the Capital Area Council of Governments.

Commissioner Dockery inquired about a project list being compiled. Mr. Ritchey said there was a project list. Commissioner Long asked if a gap analysis includes all counties. Mr. Ritchey said, it includes all counties.

A closed executive session may be held on any of the above agenda items when legally justified pursuant to Subchapter D of the Texas Open Meetings Act (Texas Government Code Chapter 551).

Mayor Hughson made a motion to approve a resolution authorizing the submittal to the Statewide Emergency Radio Infrastructure (SERI) Grant Regional Project Funding Application for FY 2027 by the Capital Area Council of Governments. Judge Haden seconded the motion. The motion passed unanimously.

6. Consider Approval of Regional Law Enforcement Academy Grant Applications

Chris Miller, Executive Director

Mr. Hoekzema requested approval of Regional Law Enforcement Academy Grant Applications. Commissioner Long voiced concerns regarding the funding being needed for other projects. Mayor Hughson inquired about the dollar amount for projects in grant funding category in which CAPCOG would apply. Mr. Hoekzema said the funding category generally awards between \$700,000 and \$800,000 to the region.

Mayor Hughson made a motion to approve the Regional Law Enforcement Academy Grant Applications. Judge Wilson seconded the motion. The motion passed unanimously.

7. Consider Accepting the Quarterly Investment Report

Silvia Alvarado, Director of Finance

Ms. Alvarado requested approval for the Quarterly Investment Report. Commissioner Dockery made a motion to approved the Quarterly Investment Report. Judge Bray seconded the motion. The motion passed unanimously.

Judge Bray thanked Ms. Alvarado and her team for doing a remarkable job. Ms. Alvarado made a request for the board members to complete the auditor's, Whitley Penn, survey.

8. Consider Approval for Aging Services to apply for Community Care Corps Grant – Innovative Volunteer Programs - \$30,000 - \$200,000.

Jennifer Scott, Director of Aging Services

Ms. Scott requested approval for Aging Services to apply for Community Care Corps Grant – Innovative Volunteer Programs —a \$30,000 to \$200,000 grant opportunity. Judge Wilson made a motion to approve Aging Services to apply for Community Care Corps Grant – Innovative Volunteer Programs. Council Member Fossler seconded the motion. The motion passed unanimously.

Judge Wilson suggested that Workforce Solutions could help facilitate a volunteer program. Ms. Scott said she would contact Workforce Solutions.

9. Consider Nominating Jennifer Scott, Director of Aging Programs to the City of Austin Commission on Senior February 2026 – February 2029.

Jennifer Scott, Director of Aging Services

Ms. Scott requested to be nominated as the CAPCOG Aging Services Director to the City of Austin's Commission on Seniors and to serve from February 2026 – February 2029. Mayor Pro Tem Hougen made a motion to approve Ms. Scott being nominated to the City of Austin's Commission on Seniors. Judge Bray seconded the motion. The motion passed unanimously.

10. Follow-up Benefit Enrollment Center Grant Award - \$300,000.

Jennifer Scott, Director of Aging Services

Ms. Scott briefed the board about being selected to receive a \$300,000 grant to become a benefit enrollment center.

11. Consider Authorizing Execution of Sublease with Capital Area Emergency Communications District for New Office Space and Approving Resolution Changing CAPCOG’s Principal Office Effective April 1, 2027

Andrew Hoekzema, Director of Administrative Services

Mr. Miller introduced Attorney Patrick Hudson, and the Savills Team: Jerry Frey, Burke Kennedy, Jason Lichty, and Spencer Parsons. Mr. Hoekzema requested to authorize the execution of sublease with Capital Area Emergency Communications District for new office space and approving a resolution changing CAPCOG’s principal offices to be effective April 1, 2027. Judge Cunningham asked for the monthly lease amount. Mr. Hoekzema said it is \$80,000 per month, and \$50,000 per month for operating costs.

Mayor Hughson made a motion to authorize the execution of sublease with Capital Area Emergency Communications District for new office space and to approve a resolution changing CAPCOG’s principal office address to be effective April 1, 2027, with a first right of refusal to be added. Judge Wilson seconded the motion. The motion passed unanimously.

12. Consider creating an ad hoc subcommittee for General Assembly meeting activities.

Mason W. Canales, Public Information Officer

Mr. Canales requested creating an ad hoc subcommittee for General Assembly meeting activities. Mr. Miller mentioned securing better speakers for the GA. Mayor Pro Tem Hougen wants to provide a purpose for the GA members.

Commissioner Dockery made a motion to create an ad hoc subcommittee for General Assembly meeting activities. Council Member Fossler seconded the motion. The motion passed unanimously.

13. Executive Director’s Report

Chris Miller, Executive Director

Judge Cunningham announced, that March 11 will be his last day as the CAPCOG chair. Commissioner Long suggested, each Officer move up, and that Commissioner Beckett become the Secretary of the Board. Mr. Miller provided the date and time for the West Williamson County Day on February 25, 2026.

14. Adjourn

The meeting adjourned at 11:18 a.m.

Commissioner Clara Beckett, Secretary
Executive Committee
Capital Area Council of Governments

Date

EXECUTIVE COMMITTEE MEETING

MEETING DATE: February 11, 2026

AGENDA ITEM: No. 4, Elect the CAPCOG Executive Committee Officers for the Remainder of 2026

GENERAL DESCRIPTION OF ITEM:

Llano County Judge, Ron Cunningham, submitted his resignation to the CAPCOG Executive Committee on January 29, 2026, to be effective in March 2026. Judge Cunningham stated he would be taking a position at the Texas Association of Counties and would be stepping down as County Judge in March as well.

As per section 6.3 of CAPCOG Bylaws, Judge Cunningham called the Nominating Committee together in February to recommend electing new officers to the board. Its recommendation is as follows:

Chair – Mayor Doug Weiss
First Vice Chair & Parliamentarian – Mayor Pro Tem Steve Hougen
Second Vice Chair – Commissioner Joe Don Dockery
Secretary – Commissioner Clara Beckett
Immediate Past Chair – Judge Brett Bray

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to a previously discussed item
- Special item requested by board member
- Other

PRIMARY CONTACT/STAFF MEMBER: Chris Miller, Executive Director

BUDGETARY IMPACT:

Total estimated cost: N/A

Source of Funds: _____

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? _____

PROCUREMENT: N/A

ACTION REQUESTED:

Elected a new CAPCOG Executive Committee Chair and other officer positions as needed to be effective March 1, 2026.

BACK-UP DOCUMENTS ATTACHED:

1. Article VI of the CAPCOG bylaws.

ARTICLE VI – OFFICERS OF THE COUNCIL

Section 6.1 – Election

- (a) The Executive Committee shall elect from among its members, with the advice from the Nominating Committee per section 4.4(g), a chairperson, first and second vice-chairperson, a secretary, and a parliamentarian of the Council. The parliamentarian position may be jointly held by another officer other than the chairperson.
- (b) The Executive Committee shall elect the officers at the regular January meeting, or as soon thereafter as practicable.
- (c) The Immediate Past Chairperson shall serve as an officer.

Section 6.2 – Term

- (a) Officers of the Council serve one-year terms, beginning on January 1 following their election and expiring on December 31. An officer whose term expires continues to serve until his or her successor is elected.
- (b) The Executive Committee may remove an officer for cause upon two-thirds vote of the total number of members of the Committee, vacancies excluded. The reasons for removal of the officer must be described in the agenda for the meeting at which removal will be considered.
- (c) An officer may not serve more than two consecutive full terms in the same office.

Section 6.3 – Vacancy

In case of vacancy in an office, as determined under Section 5.7, the Nominating Committee may upon the request of the chairperson, nominate a replacement and the Executive Committee shall elect a replacement from among its members at a regular or special meeting. The replacement serves for the remainder of the unexpired term.

EXECUTIVE COMMITTEE MEETING

MEETING DATE: March 11, 2026

AGENDA ITEM: No. 5, Consider Filling an Executive Committee Member Vacancy for Llano County

GENERAL DESCRIPTION OF ITEM:

Llano County Judge, Ron Cunningham, submitted his resignation to the CAPCOG Executive Committee on January 29, 2026, to be effective in March 2026. Judge Cunningham stated he would be taking a position at the Texas Association of Counties and would be stepping down as County Judge in March as well.

Judge Cunningham was serving in the dedicated Llano County seat on the Executive Committee. Llano County currently has two General Assembly Representatives which can occupy that seat — Judge Cunningham and Commissioner Jerry Don Moss. Moss currently doesn't serve on any CAPCOG Committees and told the judge he couldn't commit to serving on the Executive Committee. Cunningham therefore has recommended the incoming County Judge, Rob T. Hardy, who won the March 3 primary and will be unchallenged in November, take his position on the board following the county's appointment of the Judge Elect to the CAPCOG General Assembly.

It should be noted that as per section 5.7 (d) of CAPCOG Bylaws, the Executive Committee can either call for the Nominating Committee to recommend a new member to fill Judge Cunningham's position, or it can elect his replacement for the remainder of the term. Judge Cunningham called the Nominating Committee to discuss the election of new officers in February, in which, it also discussed the Llano County Executive Committee seat. The Nominating Committee agreed with the judge's recommendation.

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to a previously discussed item
- Special item requested by board member
- Other

PRIMARY CONTACT/STAFF MEMBER: Chris Miller, Executive Director

BUDGETARY IMPACT:

Total estimated cost: N/A

Source of Funds: _____

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? _____

PROCUREMENT: N/A

ACTION REQUESTED: Appoint Judge Cunningham's recommended replacement of Judge Elect, Rob T. Hardy, to serve on the Executive Committee.

BACK-UP DOCUMENTS ATTACHED:

1. CAPCOG Bylaws, Article V
2. CAPCOG General Assembly Representative Roster

BACK-UP DOCUMENTS NOT ATTACHED (to be sent prior to meeting or will be a handout at the meeting): None

ARTICLE V – THE EXECUTIVE COMMITTEE

Section 5.1 – Governing Body

The Executive Committee is the governing body of the Council between meetings of the General Assembly. Members of the Executive Committee shall also serve on the Board of Managers of the Capital Area Emergency Communications District (CAECD) as an additional duty. To the extent authorized by law, the Executive Committee will also serve as the governing body of any additional non-profit organization established by the Council.

Section 5.2 – Composition

- (a) The composition of the Executive Committee is as follows:
- (1) two representatives from Travis County;
 - (2) one representative from each of the other nine counties in State Planning Region 12;
 - (3) one representative from the City of Austin;
 - (4) five representatives from cities with a population in excess of fifty thousand (50,000);
 - (5) five representatives from cities with populations under 50,000; and
 - (6) three at-large members.
 - (7) at least one State of Texas Legislator in accordance with Local Government Code, Section 391.006(c).
- (b) At each Annual Meeting, the General Assembly shall elect members from the categories described in Subsections (a) (1) through (6) of this section 5.2, from the candidates nominated by the Nominating Committee or announced in accordance with the requirements for consideration as described in section 4.4(f).
- (c) In selecting the medium-sized city, small city and at-large representatives, the General Assembly shall consider population and geography to ensure diversity among the members of the Executive Committee.
- (d) All of the Executive Committee members, except for the ex-officio State Legislator, must be elected officials of the governing bodies of the full members of the Council or representatives who have been elected and will take office during the term of their service on the executive committee.
- (e) An elected official of the governing body of a full member of the Council may complete his or her term on the Executive Committee unless or until removed from the General Assembly by the Member.
- (f) A State Legislator selected for the Executive Committee shall serve as an ex-officio member, will not be eligible to vote, to serve as an officer of the Council, or to serve on subcommittees, and will not count toward a quorum.

Section 5.3 – Meetings

- (a) The Executive Committee shall meet regularly each month at a time and place specified by resolution.
- (b) The Executive Committee shall meet specially on call of the chairperson of the Council or upon the written request of at least one-third of the members of the Executive Committee.

- (c) Regular meetings may be cancelled by the Chairperson, provided that the Executive Director confirms that no pressing business is required to be acted upon and the Chairperson provides at least two weeks notice of the cancellation.

Section 5.4 – Notice

Notice of regular and special meetings of the Executive Committee must comply with the Open Meetings Act.

Section 5.5 – Quorum and Action

- (a) A quorum of the Executive Committee consists of a majority of the non-vacant positions..
- (b) If a quorum is present when a vote is taken, the affirmative vote of a majority of the members present is the act of the Executive Committee.

Section 5.6 – Term

Executive Committee members serve one-year terms, beginning on January 1 following their election to the Executive Committee and expiring on December 31. An Executive Committee member may complete his or her term unless or until removed from the General Assembly by the Member.

Section 5.7 – Vacancy and Removal

- (a) A vacancy on the Executive Committee occurs:
 - (1) when a member dies;
 - (2) when a member resigns;
 - (3) when a member is removed;
 - (4) when a member becomes disqualified to serve; or
 - (5) when a member incurs four absences as described in subsection (b).
- (b) If an Executive Committee member misses three consecutive regularly-scheduled Executive Committee meetings or four total regularly-scheduled Executive Committee meetings in a calendar year, the Chairperson shall place an item on the next agenda to either excuse the absences or remove the representative from the Executive Committee. A motion to excuse an absence must be approved by a majority of those who are present at a meeting where a quorum is present. A motion to remove the representative must be approved by two-thirds of those present at a meeting where a quorum is present. Upon removal, the chairperson shall immediately declare a vacancy. State Legislators appointed pursuant to Section 5.2(a)(7) shall not be held to attendance requirements.
- (c) Executive Committee members shall also serve on the Board of Managers of the CAECD; a missed meeting of the CAECD shall be counted toward the absences described in (b), but only to the extent that one absence is counted per calendar day.
- (d) If a vacancy occurs on the Executive Committee, the Nominating Committee may nominate at the request of the Executive Committee, and the Executive Committee shall elect a replacement to serve for the remainder of the unexpired.

Section 5.8 – Powers and Responsibilities

- (a) The Executive Committee has the following general powers:
 - (1) to contract;

- (2) to acquire, own, lease, transfer, or otherwise dispose of real and personal property, tangible or intangible, or any interest in it;
 - (3) to invest the Council's assets in real or personal property, tangible or intangible, or any interest in it;
 - (4) to sell, assign, mortgage, or pledge all or any part of the Council's real or personal property, or any interest in it;
 - (5) to borrow or lend money or other property;
 - (6) to apply for, receive, and use contributions and grants;
 - (7) to sue in the name of the Council; and
 - (8) to create and oversee advisory committees as necessary to comply with grant programs and provide guidance on regional issues.
- (b) The Executive Committee has the following general responsibilities:
- (1) to have prepared, review, and adopt an annual budget;
 - (2) to designate one or more depositories for the Council's funds and specify the individuals authorized to sign and countersign checks and other instruments for withdrawal of the funds;
 - (3) to receive, review, and, if necessary, act upon reports and recommendations of its subcommittees and of committees of the Council, and to notify the General Assembly of any action taken;
 - (4) to make recommendations, formulate policy, and take action on matters referred to it by the General Assembly that best carry out the purposes of the Council;
 - (5) To be sued in the name of the Council.

Section 5.9 – Creation of Subcommittees

- (a) The Executive Committee by resolution may create one or more subcommittees and appoint members of the Executive Committee to serve on them. Each subcommittee may have three or more members who serve at the pleasure of the Executive Committee.
- (b) To the extent specified in the creating resolution, a subcommittee may exercise the Executive Committee's powers and carry out its responsibilities described in Section 5.8.

The Executive Committee in the creating resolution shall appoint officers of the subcommittee from among its members and shall describe the meeting, quorum, and voting requirements for the subcommittee.

EXECUTIVE COMMITTEE MEETING

MEETING DATE: March 11, 2026

AGENDA ITEM: No. 6, Consider Adopting a Resolution Providing Signature Authority to Individuals for the Capital Area Council of Governments

GENERAL DESCRIPTION OF ITEM:

This item provides a resolution to be submitted to Frost Bank as part of the process for updating the signature authority with CAPCOG's designated depository bank.

The CAPCOG's Bylaws mandate the Executive Committee with the responsibility to designate one or more depositories for CAPCOG'S funds and specify the individuals authorized to sign and countersign checks and other financial instruments for withdrawal of the funds.

The current banking arrangement with Frost Bank provides for two Executive Committee positions — the Chair and Secretary — and three CAPCOG employees — the Executive Director, Director of Administration, and Director of Finance — to hold signature authority for signing and countersigning disbursements of CAPCOG funds.

Since the officers have changed for the CAPCOG Executive Committee, this resolution provides for updating the change in officer position for CAPCOG at the designated depository, Frost Bank.

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to a previously discussed item
- Special item requested by board member
- Other

PRIMARY CONTACT/STAFF MEMBER:

Silvia Alvarado, Director of Finance

BUDGETARY IMPACT:

Total estimated cost: N/A

Source of Funds: _____

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? _____

PROCUREMENT: N/A

ACTION REQUESTED:

Adopt and sign a resolution specifying the individuals authorized to sign and countersign checks and other financial instruments for withdrawal of funds from the designated depository, Frost Bank.

BACK-UP DOCUMENTS ATTACHED:

Resolution

BACK-UP DOCUMENTS NOT ATTACHED (to be sent prior to meeting or will be a handout at the meeting): None.

RESOLUTION

PROVIDING SIGNATURE AUTHORITY TO INDIVIDUALS FOR THE CAPITAL AREA COUNCIL OF GOVERNMENTS

WHEREAS, the Executive Committee (“Committee”) of the Capital Area Council of Governments (“CAPCOG”) is charged with the responsibility to specify the individuals authorized to sign and countersign checks and other instruments for withdrawal of funds from designated depositories and,

NOW, BE IT RESOLVED BY the Committee as follows:

1. The Committee hereby specifies that the following individuals are authorized to sign and countersign checks and other instruments for withdrawal of funds from designated depositories:
 - a. Chairperson, Executive Committee of CAPCOG
 - b. Secretary, Executive Committee of CAPCOG
 - c. Executive Director of CAPCOG
 - d. Director of Finance of CAPCOG
 - e. Director of Administration of CAPCOG

2. The Committee and the Executive Director are hereby authorized to take all steps necessary to enforce the provisions of this resolution.

Resolution adopted on this 11th day of March 2026.

Mayor Doug Weiss Chair
Executive Committee
Capital Area Council of Governments

Commissioner Clara Beckett Secretary
Executive Committee
Capital Area Council of Governments

EXECUTIVE COMMITTEE MEETING

MEETING DATE: March 11, 2026

AGENDA ITEM: No. 7, Consider Awarding a Contract for Benefit Consulting Services and Benefit Enrollment Software

GENERAL DESCRIPTION OF ITEM:

Staff is recommending awarding a one-year contract to HUB International, Inc. for benefit consulting services and benefit enrollment software for about \$33,148, with the option of up to four one-year extensions. CAPCOG has contracted with HUB for benefit consulting services since 2018 and began contracting with HUB for its benefit enrollment software in 2024. The contract for those services is set to expire on March 31, 2026. Following a competitive bidding process in response to a request for proposals (RFP), staff determined continuing to contract with HUB for these services was the best option for CAPCOG.

CAPCOG uses the benefit consulting services to, among other things:

1. Advise on strategy, industry trends, and benefit package design;
2. Conduct procurements for benefit providers;
3. Negotiate rates and renewals with benefit providers;
4. Assist with open enrollment and any provider transitions; and
5. Trouble-shoot issues that may arise with benefits throughout the year.

The benefit enrollment software enables online enrollment for new employees upon hire and for all employees during open enrollment periods and enables streamlined billing and reconciliation.

As explained in the attached procurement memo, CAPCOG received three proposals. After evaluating each based on the factors described in the RFP, staff deemed two responsive before recommending HUB International, Inc.

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to a previously discussed item
- Special item requested by board member
- Other

PRIMARY CONTACT/STAFF MEMBER:

Edith Wieder, Director of Human Resources

BUDGETARY IMPACT:

Total estimated cost: \$33,148 - \$169,860, depending on renewals

Source of Funds: Fringe Benefit Pool

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? n/a

PROCUREMENT: Request for Proposals

ACTION REQUESTED: Award HUB International, Inc. a contract for benefit consulting services and Benefit Enrollment Software

BACK-UP DOCUMENTS ATTACHED:

1. Procurement Memo
2. HUB International, Inc. Proposal

BACK-UP DOCUMENTS NOT ATTACHED (*to be sent prior to meeting or will be a handout at the meeting*): None



BASTROP BLANCO BURNET CALDWELL FAYETTE HAYS LEE LLANO TRAVIS WILLIAMSON

MEMORANDUM
February 23, 2026

TO: Executive Committee

FROM: Edith Wieder, Director of Human Resources

RE: Procurement of Benefits Consulting Services and Benefit Enrollment Software

This memo summarizes the procurement process and results of the request for proposals (RFP) that CAPCOG underwent for benefits consulting services and benefit enrollment software. CAPCOG’s existing contract with HUB International includes these services, and is set to expire on March 31, 2026. After evaluating the three proposals that we received, staff is recommending awarding a one-year contract to HUB International covering both services with four, one-year options to renew.

HUB is offering a \$28,000 per year flat fee for the consulting services for years 1-3, with a maximum increase of 5% for years 4 and 5, 50% of which they will put at risk based on satisfaction. The “Benefit Connector” software is being offered at \$5.50 per employee per month. The table below shows the estimated costs for this contract by contract year based on the maximum 5% increase in consulting services in years 4 and 5 and estimated employee head counts by year assuming no vacancies and 2% per year annual growth in employee counts.

Table 1. Cost Estimates for Benefit Consulting and Benefit Enrollment Software Contract with HUB International

Contract Year	Benefit Consulting	Enrollment Software	Total
Year 1	\$28,000	\$5,148	\$33,148
Year 2 (optional)	\$28,000	\$5,280	\$33,280
Year 3 (optional)	\$28,000	\$5,412	\$33,412
Year 4 (optional)	\$29,400	\$5,544	\$34,944
Year 5 (optional)	\$29,400	\$5,676	\$35,076
Total	\$142,800	\$27,060	\$169,860

HUB will also continue to receive commissions associated with voluntary supplemental insurance (AFLAC) available to employees of about \$600 - \$700 per year, representing about 3-4% of the \$16,214 in employee premiums paid in calendar year 2025. There are no other commissions that HUB earns/will earn on any other coverages.

Review of Procurement Process

CAPCOG's existing contract with HUB for benefit consulting services from September 1, 2024 – March 31, 2026, was procured pursuant to a cooperative purchasing agreement with the intent of conducting a competitive RFP in early 2026. CAPCOG issued this RFP on January 22, 2026, with proposals due February 13, 2026, requesting proposals for both benefit consulting services and benefit enrollment services, allowing for the possibility of contracting with separate companies for each service. CAPCOG posted the RFP on the "Doing Business with CAPCOG" page of CAPCOG's website and ran newspaper notices about the RFP in the Austin-American Statesman as required under CAPCOG's procurement policy on January 28, 2026, and February 4, 2026. Staff directly contact HUB and eight other firms that provide such services by email about the RFP.

CAPCOG received three proposals in response to the RFP:

1. HUB International, Inc.;
2. Higginbotham Insurance Agency, Inc.; and
3. 19:21.

Evaluation of Proposals

The criteria established in the RFP for evaluation included the following:

1. Qualifications and relevant experience;
2. Proposed work plan;
3. Fees;
4. References; and
5. Any other relevant information included in the proposal.

Due to substantive omissions and errors in the proposal received from Higginbotham, including lack of the actual fees that it proposed and inclusion of a broken link to its benefit enrollment software in its proposal, staff deemed this proposal non-responsive.

Generally, management has been satisfied with HUB's services throughout the years and the CAPCOG staff at large like the benefit connector software and have become accustomed to using it, another proposal would have had to have demonstrated a clear benefit on some aspect of the services being provided relative to what we are currently receiving, but neither of the other proposals did. HUB's Benefit Connector service is only available for customers of HUB's benefits consulting services.

19:21 proposed to bid only on the benefit consulting services, meaning software would have needed to have been procured separately. Compared to HUB, the firm is much smaller and newer (the firm was founded in 2022), and would be 55-65% more expensive than HUB for consulting services alone, and 30-40% than HUB's fees for both consulting services and benefit enrollment software combined. 19:21's fee structure was also more variable (based on employee counts) and less transparent (paid by the providers rather than by CAPCOG directly).



Risk Insurance | Employee Benefits | Retirement & Private Wealth

REQUEST FOR PROPOSAL

Benefit Consulting and Software

PREPARED FOR





HUB International

10000 N Central Expressway #1200 Dallas,
Texas 75231
214.443.2900
hubinternational.com

February 13, 2026

Capital Area Council of Governments
Andrew Hoekzema
CAPCOG Director of Administration Services

Dear Mr. Hoekzema,

HUB International greatly values our 5+ year relationship with the Capital Area Council of Governments. During this time, CAPCOG, the employee benefits industry, and HUB have all experienced meaningful change. Through it all, we are proud of the diligence, strategy, and measurable outcomes we have achieved together.

We also recognize that continuous improvement is essential. While no partnership is without opportunities to refine and strengthen performance, we remain fully committed to elevating our service and delivering even stronger results in the years ahead.

We sincerely appreciate the opportunity to submit a proposal for Employee Benefits Broker and Software. After carefully reviewing the Scope of Work, we are confident in our ability to meet and exceed the outlined requirements and look forward to continuing to serve CAPCOG with excellence and accountability.

Brett Bowers will serve as your primary contact for this RFP. He is authorized to discuss and execute an agreement as it pertains to this proposal and can be reached at (346) 237-7884 or brett.bowers@hubinternational.com.

If for any reason you would like to discuss our proposed team, address any concerns, or share feedback on areas where we can improve, please feel free to contact me directly.

We are committed to serving as your trusted advisor and strategic partner.

Sincerely,

A handwritten signature in blue ink that reads "Brent Weegar".

Brent Weegar
Public Entity Practice Leader
214.443.2429
brent.weegar@hubinternational.com

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Executive Summary

Provide a 1-page overview of how your organization will meet the goals of the proposal, including a budget summary.

As your strategic partner, HUB will work alongside the CAPCOG team to:

- Develop a multi-year strategic benefits blueprint that identifies opportunities for improvement and long-term sustainability across key areas such as plan design, network strategy, pharmacy benefits, and health risk management.
- Collaborate with leadership to drive innovation and cost efficiency through strategic plan reviews – ensuring that your program remains competitive, sustainable, and aligned with employee choice and consumerism.
- Strengthen employee engagement and understanding of benefits through intentional communication strategies that educate, inform, and empower your workforce.
- Provide proactive year-round support through ongoing collaboration with your internal team and timely insights into utilization trends impacting your population.
- Deliver scalable solutions that evolve alongside your business. We shift the tactical burden of benefits administration away from your team so they can focus on critical business issues.
- Assist CAPCOG in all negotiations with providers on various topics, including, but not limited to, premiums / pricing, benefit levels and plan design, performance measures and guarantees, contractual terms and conditions, and carrier allowances.
- Recommend and help develop enhancements and improvements for communications specific to the needs of CAPCOG's employees and retirees, including, but not limited to, brochures, pamphlets, matrices, comparison charts, summaries, electronic communications, forms, handbooks, and employee orientation, to include required compliance notices.
- HUB International proposes a flat consulting fee for CAPCOG's employee benefits consulting. Our fee is inclusive of travel and expenses. We will guarantee our consulting fee for 3 years and will increase a maximum of five percent in three and four.

Organizational Profile

Provide a 1-page description of your organization in terms of its history, primary business, and former and current customers. Please include, at a minimum:

HUB International (HUB) began with the merger of 11 independent, privately held insurance brokers in Canada in 1998. We acquired our first US broker/consultant in Chicago that year and moved global headquarters to Chicago soon thereafter. Today, we continue to grow both organically and through acquisition. Today, HUB has over 20,000 associate and is the largest privately held broker in the US, and the fifth largest broker in the world.

Our firm places a unique focus on Employee Benefits. Our approach to employee benefits transforms the insurance purchasing pattern from annual and episodic to a long-term strategic decision. Our client benefit solutions increase employee health and productivity while lowering absenteeism. We guide employers from merely treating disease to improving population health and wellbeing. We empower clients with the ability to move from managing insurance as an expense to optimizing their investment. The lasting result—lower total costs.



HUB International Texas currently has 14 offices across the state, 14,600 clients, and over 500 of which are public-sector, including COG's, municipalities, school districts, counties, health districts and state government agencies. Regarding employee benefit plans, there are a unique set of rules and culture that apply to public entities.

- **Ownership information, including any Historically Underutilized Business (HUB) vendor information;**
HUB International Inc. is a Private Company
At this time, we do not plan on utilizing a HUB for this contract as all services can be accommodated internally.
- **U.S. Government SAM Entity Identification Number (if available);**
Not Applicable
- **U.S. Tax ID number;**
75-1473193
- **Physical Address and Mailing Address**
10000 N. Central Expwy, Suite 1200
Dallas, TX 75231
- **Name, Phone, Email of Primary Contact**
Brett Bowers
P: 346.237.7884 | E: brett.bowers@hubinternational.com

Work Plan

Provide a work plan that describes the approach to carrying out the project description.

Below is a proposed timeline with projected milestones for the upcoming plan year assuming award by March 1st. We will review the work plan and establish specific dates for completion during our meeting with CAPCOG upon award of the consulting contract.

Monthly Service Meetings

6 Months Prior to Renewal

Plan Audit / Mid-Year Strategy Meeting

Key Tasks performed by HUB

- Industry, Carrier and Emerging Trend updates
- Benchmarking Analysis
- Establish Strategic Plan
- Provide updated Budget Projections, plan design modeling, contribution modeling and recommendations for consideration.
- Review support services provided by HUB
- Meet with entire Client Services Team to finalize Renewal / RFP strategy
- Renewal Timelines Established

4 Months Prior to Renewal

Preliminary Renewal Meeting with carriers

Key Tasks performed by HUB

- Review preliminary renewal from in force vendors
- Finalize and distribute RFP (if applicable)

3 Months Prior to Renewal

Present preliminary RFP response and conduct best and final processes

Key Tasks performed by HUB

- Preliminary submissions received and presented from markets.
- Conduct best and finalize negotiations and processes

2 Months Prior to Renewal

Presentation of Best and Final Offers

Present best and final offers and confirm decisions

Key Tasks performed by HUB

- Present Best and Final Offers
- Finalize plan designs and budgets
- Your organization makes final decision
- Present to Executive Committee as needed
- Program implementation begins - policies ordered and support services put in place

Implementation and Open Enrollment

Key Tasks performed by HUB

- Open enrollment communications and SBC's are finalized
- Conduct Open Enrollment Meetings

1 Month Prior to Renewal

Finalize Open Enrollment and Implementation

Key Tasks performed by HUB

- Continue implementation
- Finalize Open Enrollment
- Enrollment files sent to carriers

2 Weeks Prior to Renewal

Contact carriers to confirm premiums

Key Tasks performed by HUB

- Distribute ID cards
- Binder checks
- Finalize Paperwork
- Policy and SPD Review Completed

Inception

Programs / Coverages take effect

Key Tasks performed by HUB

- Services begin functioning smoothly
- Post renewal / Implementation Audit
- **Continue Monthly Service Calls with Human Resources**

Every one of HUB's clients have unique objectives, so every year our Employee Benefits teams work with our clients to develop a custom calendar of activities, initiatives, and strategies to meet their specific goals. This allows us to adapt to changing objectives and service needs as a true partner to our clients.

If there are changes in your world, there may be the need for more face-to-face meetings. Regardless, we will operate on your timing, at your pace, and in the format, with which you are most comfortable (face-to-face, phone, videoconference, etc.).

Please identify the specific individuals that would be assigned to work with CAPCOG and a brief summary of their qualifications and roles.

HUB has assembled a dedicated public sector consulting team with over 100 years of aggregate experience serving public sector clients. Our specialists are structured to focus on strategic initiatives and cost control measures rather than being spread thin across day-to-day service issues. We meet internally each week to review ongoing projects and timelines, and hold regular client calls to ensure that CAPCOG remains informed and aligned on all action items.

<p>Brent Weegar</p> 	<p>Senior Vice President, Executive Contact Education: B.A. – Baylor University; MBA University of Texas at Dallas</p> <p>With 22 years of Employee Benefits experience, and specialization in the Insurance Public Sector. Brent became a principal of the firm in 2013 and provides consulting for large public sector and corporate clients. Brent is the head of the public entity consulting unit for Texas. Being the Executive Contact, he will oversee the contract management and oversee the assigned team to ensure quality control and needs are being met. Brent will also address any escalated issues that may arise with any contracted vendor as defined in the scope of services.</p>
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<p>Brett Bowers</p> 	<p>Employee Benefits Specialist, Senior Consultant Education: B.A. – University of Houston; MBA in Healthcare Administration – University of Phoenix</p> <p>Brett comes with 26 years of experience that includes consulting responsibilities with both public and private sector employers. Prior to HUB, he worked exclusively in the public sector for 12 years as the Marketing Manager of the TML Health Pool. Brett will oversee the account team and will manage utilization and plan performance reviews, RFP Processes, Benchmarking, and report preparation.</p>
<p>Gladys Reichert</p> 	<p>Marketing Assistant</p> <p>Gladys Reichert joined the HUB team in 2022 and focuses primarily on the Request for Proposal process. Her responsibilities include managing the process from start to spreadsheet, tracking progress, and keeping all parties informed along the way. Gladys brings a strong background of customer service with her and is goal-oriented, and embodies HUB’s core qualities of integrity, quality and commitment.</p>
<p>Alison Gomaa</p> 	<p>Account Manager Education: B.S. – Baylor University; MPH University of Southern California</p> <p>Alison joined HUB International in 2023 and will serve as CAPCOG’s Account Manager. She brings strong organizational skills and knowledge from a variety of healthcare positions and a master’s in health administration. Alison provides our public sector clients with day-to-day operations.</p>
<p>Eva Basquez</p> 	<p>Manager of Client Advocacy, Benefit Connector</p> <p>Since joining HUB in 2006, Eva has been responsible for kick-starting the Client Advocate department, and expanding it to encompass the Benefit Connector system, HUB’s benefits administration platform, which has been utilized by clients for over 19 years. While her book of business has numerous industries represented, she works with a large population of municipalities and healthcare and skilled nursing clients. Her extensive knowledge and experience of system functionality, programming, carrier feed builds, benefit plan designs, and administration are use to create benefit enrollment solutions for any client. Eva also works closely between the Account Managers and carriers and clients on critical projects and high-level issues.</p>
<p>Kevin Brady</p> 	<p>Chief Compliance Consultant</p> <p>As Chief Compliance Officer, Kevin provides compliance and consulting services for HUB International’s Central Region regarding group health plans and other employee benefits. He consults with employers to design, implement and ensure the compliance of employee benefit plans with the Affordable Care Act, ERISA, Internal Revenue Code, HIPAA, COBRA, FMLA, ADA and related matters. He presents nationwide on related topics before employer groups, professional associations, and at industry events. He also actively contributes to national employee benefits publications.</p>

Include estimated time spent on tasks and the billable rate for consulting services, any initial set-up fees, recurring monthly fees, and per-employee fees associated with the software. Please indicate whether multiple options are available for structuring the fees.

HUB International offers a flat consulting fee for CAPCOG’s Health, Prescription, Dental, Employer Paid Life and Employer Paid Disability programs of \$28,000. In addition, HUB would be eligible to accept standard fees or commissions included in voluntary coverage. Voluntary / non-employer paid coverage may include but is not limited to Hospital Indemnity, Critical Illness, Accident, Voluntary Life / Whole Life coverage.

Our fees are inclusive of travel and expenses. We will guarantee our consulting fee for 3 years and will increase a maximum of 5% year 4, and 5% year 5.



HUB agrees to put 50% of its consulting fee at risk based upon satisfaction with HUB’s Services. HUB would work with CAPCOG to identify key performance indicators important to the CAPCOG as part of our service guarantee.

Benefit Connector - Benefits & HR Administration Service \$5.50 PEPM

In addition to the consulting services HUB shall provide CAPCOG Benefits and HR Administration Support through its Benefit Connector service. Services shall include:

1. Maintain benefit eligibility data:
 - a. Demographics
 - b. Employment data – hire dates, status, location
 - c. Insurance data – plan eligibility, elected coverage, beneficiaries
 - d. Electronically submit plan elections to carriers
2. Multiple enrollment capabilities
 - a. Employee self-service capability
 - b. Customized paper enrollment form option
 - c. 24/7 client access to employee data
3. Tools to support additional client processes
 - a. Ongoing deduction reporting to allow for easy payroll updates
 - b. Monthly billing report packages to support self-bill and internal reconciliations
 - c. Data provided to support ACA-mandated W-2 information
4. Client advocate to offer ongoing support, guidance, and issue resolution pertaining to eligibility and billing as part of these services.

SPECIAL PROPRIETARY HUB VALUE ADDS AT NO COST TO CAPCOG

Service	Description	Cost to City
 Benefits Spot	Mobile Benefits Communication App	None
 Mineral™	HR Compliance, Education and Attorney Access	None
 Viu by HUB	Personal Insurance, Home, Auto, Renter’s (and more!) brokerage services for your Employees	None
 HUB	HUB Medicare Retiree Solutions and Support for Employer and Retiree	None
 BenefitHub	HUB Discount Marketplace (Travel, Apparel, Entertainment, Tickets, etc.)	None

Responses to Questions

For benefit software:

1. **What do you believe sets your services apart from services of your competitors?**

HUB International Texas currently has 14,600 clients, over 500 of which are public sector, including COG's, municipalities, school districts, counties, health districts and state government agencies. Regarding employee benefit plans, there are a unique set of rules and culture that apply to public entities. HUB offers CAPCOG the unique leverage of one of the largest brokers in the world who has extensive experience working with public sector employers and employees across the State of Texas. We would challenge any consulting firm claiming to match our leverage and expertise.

2. **Please explain which entities (or types of entities) benefit plans you think are most relevant to compare CAPCOG's benefit plans to and what your approach would be to gathering that information, analyzing it, and presenting it back to CAPCOG.**

Over the past 20 years, HUB has built the strongest public sector specialty practice in the State. Our recommended approach is to compare your plans and population to other public sector employers including COG's and like size public sector clients in Texas. Having over 500 public sector employers, we are able to pinpoint comparator organizations and benchmark types of coverage, plan designs, contributions, eligibility strategies, voluntary benefits and more. Our comprehensive benchmarking and best practice assessment occurs annually a is presented our Strategy meeting. At this meeting we will provide you with formal recommendations to help move CAPCOG closer to its goals.

3. **What is your company's approach to quality assurance and quality control? For example, when preparing CAPCOG's benefit summary or other materials for CAPCOG, what is your process for ensuring the accuracy and clarity of the information being included?**

HUB International maintains formal processes to ensure quality standards are met, including internal timelines, weekly internal client review, and multi-level peer review of reports, presentations, and client communication. Additionally, we set formalized monthly client meetings to ensure timelines and expectations are met.

With regards to benefit summaries and other employee facing communications, we strive to allow sufficient time for thorough client review, clear communication, and meaningful employee education. We recognize, however, that in certain instances carrier negotiations or employer-level decisions may extend beyond anticipated timelines, compressing the production schedule. When this occurs, we understand the strain it can place on all parties and proactively work to minimize disruption through enhanced coordination, clear communication, and the strategic deployment of additional internal resources to meet critical deadlines.

To uphold the highest standards of accuracy and professionalism, HUB staff work collaboratively and conduct thorough internal reviews before submitting any materials to CAPCOG. Ultimately, HUB and CAPCOG operate as partners in this effort. We value that

collaboration and remain fully dedicated to delivering accurate, timely, and high-quality materials that reflect our shared commitment to excellence.

4. What is your company's approach to negotiating with incumbent and prospective providers at renewal time or in response to an RFP in order to ensure that CAPCOG has access to the lowest rates possible and can avoid unnecessary disruptions caused by needing to change providers. Please provide concrete examples of successful negotiations for comparable organizations.

HUB recognizes that, at times, our clients may face significant renewal increases, as CAPCOG has recently experienced. At HUB, it is our goal to minimize disruption and carrier changes by using a strategic approach that combines proactive market communication, strong market leverage, deep underwriting expertise, and targeted negotiation strategies to deliver the most favorable outcomes possible.

- **Underwriting Expertise-** HUB maintains on-staff actuarial and underwriting support providing independent analysis renewals and quotes challenging carrier assumptions and pricing models with credible alternatives.
- **Clinical Expertise** – HUB has on-staff clinicians and pharmacist that review large claimant reporting to project potential future cost and outcomes in order reduce unwarranted premium adjustments.
- **HUB's market leverage** – HUB is the 5th largest broker in the world and considered at platinum level with all major insurance companies who will quote on CAPCOG's health plan, allowing us direct access to underwriters for negotiations.
- **Competitive benchmarking** – HUB uses proprietary market and client data when negotiating quotes to establish leverage and validate renewal pricing.
- **Vendor Relationship Management** – Before an RFP is released, we proactively meet with the provider community to make them aware of the RFP efforts, our goals with the RFP and to maximize the outcome of the RFP response.
- **Targeted Negotiation Strategy** - HUB evaluates packaging insurance coverage and multi-year contract terms to potentially avoid carrier disruptions. Additionally, beyond price and benefits, we negotiate service improvements, implementation support, or performance guarantees / allowances alongside pricing

HUB would like to highlight the successful partnership with CAPCOG over the last 3 years. CAPCOG's loss ratio exceeded well over 100% during this time and HUB negotiated an average premium rate increase below 5.0% over the same time period. During this timeframe, the average healthcare trend rate (for medical & pharmacy) for groups in Texas was 7.8% before adjustments for claims experience was even considered.

While our goal is to mitigate carrier changes, market headwinds did force adjustments for CAPCOG in 2024 and 2026. However, HUB's negotiation leverage has kept CAPCOG's plans and rates competitive with like entities despite significant loss ratios. Our partnership has certainly avoided higher increases that could have been experienced with our competitors. Other marketing strategies were available and will continue to be discussed.

5. Please explain your business’s approach to serving as an advocate for the client in issue resolution, and please provide concrete examples of success in this task by the individuals assigned to work with CAPCOG for this proposal.

HUB provides a team of experts to serve as a seamless extension of CAPCOG’s team, providing hands-on support with day-to-day eligibility, claims, and billing matters. HUB will continue to maintain monthly service meetings with CAPCOG to ensure proactive advocacy. As an example, we recognize the relationship and ongoing issues with Flores. HUB has remained actively engaged and persistent in advocating for improved performance and accountability. Most recently, we were able to secure a new account manager for the group. While some concerns remain, communication and overall deliverables have improved meaningfully.

6. Finalist Interviews - HUB’s Attendance is Confirmed.

For benefit software:

1. What do you believe sets your software apart from services of your competitors?

At HUB we have heavily invested in a dedicated department of programmers and service advocates that maintain our Benefit Connector software and support our clients on a daily basis. Unlike many competitors, we do not outsource our advocacy but rather invest in it internally to ensure our clients are dealing with HUB employees who can monitor success and adjust nimbly to any issues or desires from the client. For example, HUB built out a retiree billing platform for a city who desired tracking and acceptance of retiree payments.

2. What is the time frame for completing a transition to the platform if CAPCOG selects your company to provide this service?

There would be no required transition if HUB is selected.

3. What are some examples of issues that have arisen for clients with your software before and how were they resolved?

Issues such as Data Discrepancies Between Systems and File Feed rejections can present issues time to time. During set up and renewals, we proactively identify and correct these discrepancies during the set-up phase, ensuring the data is clean before the system goes live. Our team "works off" reporting from carriers to correct records internally before any file feed runs. We typically only contact the client they need to verify specific data points to handle technical corrections.

4. What features does the software not currently have that are under development?

For future updates, employers will be able to upload documents on the employer-facing platform and make them securely accessible for download by employees on their side of the system. For terminated employees, a new feature will allow distribution of items such as ACA 1095-C forms and Life Conversion forms .This enhancement helps address potential compliance gaps by providing a secure, trackable method for distributing important documentation.

5. Finalist Software Demonstration – HUB's Attendance is confirmed.

References

For each proposal, provide at least three (3) references (complete with contact information) that can vouch for your organization's ability to complete the work. For each reference, include a brief description of the project or projects that the person would be able to speak about. Projects should be similar in scale and kind to the project described in this RFP. If the vendor has previously completed work for CAPCOG, do not list CAPCOG personnel references.

Texoma Council of Governments (TCOG)- 903.813.3516

Eric Bridges- Deputy Director- ebridges@texoma.cog.tx.us

Kay Black- HR Manager- kblack@texoma.cog.tx.us

Background: Located in Sherman, Texas, HUB has served as TCOG's consultant since 2020. TCOG has a staff of 55 employees. HUB provides comprehensive consulting services for their employee benefit package including PPO/HMO/HDHP Medical plans, dental coverage, vision coverage, basic & voluntary life, long and short-term disability, health reimbursement accounts, health savings account, flexible spending account, COBRA, employee assistance program & voluntary worksite programs through Aflac.

City of Hutto- 512.759.4015

Kristiana Spencer- Director of Human Resources- Kristiana.spencer@huttotx.gov

Background: Located in central Texas, HUB has served as the City of Hutto's consultant since 2021. Hutto has a staff of 178 employees. HUB provides comprehensive consulting services for their employee benefit package including PPO/EPO/HDHP Medical plans, dental coverage, vision coverage, basic & voluntary life, long and short-term disability, health reimbursement accounts, health savings account, flexible spending account, COBRA, employee assistance program, ID Theft protection, legal plan, voluntary worksite programs through Aflac and an online enrollment and eligibility platform through benefit connector / Triune.

City of Leander- 512.528.2700

Christy Davis- Director of Human Resources- cdavis@leandertx.gov

Background: Located in central Texas, HUB has served as the City of Leander's consultant since 2023. Leander has a staff of 405 employees. HUB provides comprehensive consulting services for their employee benefit package including PPO/HMO/HDHP Medical plans, dental coverage, and vision coverage. HUB partners with First Financial Group of Americans to provide basic & voluntary life, long and short-term disability, health savings account, flexible spending account, COBRA, employee assistance program, ID theft & voluntary worksite programs.

Attachments

a. Required certification forms

Six (6) certification forms are required for this project. Five are to be completed and submitted to CAPCOG directly. These six forms are provided as attachments to this RFP.

1. **Certification of Compliance with Small, Disadvantaged, Minority, Women-Owned, And Historically Underutilized Business Policy**
2. **Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion for Lower-Tier Covered Transactions**
3. **Certification Regarding Lobbying**
4. **Certification Regarding Boycotting Israel**
5. **Conflict of Interest Questionnaire (IF APPLICABLE) - Chapter 176 of the Texas Local Government Code requires vendors and consultants contracting or seeking to contract with CAPCOG to file a conflict of interest questionnaire (CIQ) if they have an employment or other business relationship with an CAPCOG officer or an officer's close family member.**

The sixth form must be completed online, with a PDF of the submission attached to the application:

6. **Certificate of Interested Parties Form – Form 1295 (sample provided)**

Texas law states that a governmental entity or state agency may not enter certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The required form and instructions are located at the [Texas Ethics Commission Website](#).

b. Examples of work products used for similar clients



A. Required Certification Forms

CERTIFICATION OF COMPLIANCE WITH SMALL, DISADVANTAGED, MINORITY, WOMEN-OWNED, AND HISTORICALLY UNDERUTILIZED BUSINESS POLICY

The undersigned certifies on behalf of the Contractor or Subcontractor that he or she has read Article VI of CAPCOG's Procurement Policy, "Small, Disadvantaged, Minority, Women-Owned and Historically Underutilized Businesses: Federal Assistance or Contract Procurement Requirements," a copy of which is attached to this Exhibit. In addition, the Contractor or Subcontractor agrees to make and demonstrate a good faith effort to include small and minority businesses, women's business enterprises, and labor surplus area firms' participation under a contract in accordance with federal procurements requirements of 2 CFR §200.321. A good faith effort must include the following affirmative steps:

- 1) Placing qualified small and minority businesses and women's business enterprises on solicitation list;
- 2) Assuring that small and minority businesses and women's business enterprises are solicited whenever they are potential sources;
- 3) Dividing total requirements, when economically feasible, into smaller task or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
- 4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises; and
- 5) Using the services and assistance as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

Nothing in this provision will be construed to require the utilization of any firm that is either unqualified or unavailable. comply with that policy if it procures goods or services with funds made available under this contract.

HUB International Texas, Inc.
Contractor or Subcontractor

By 

Brent Weegar, Public Entity Practice Leader
Name and Title

Date 02/13/2026

CAPCOG'S AFFIRMATIVE ACTION PROCUREMENT POLICY

Small, Disadvantaged, Minority, Women-owned and Historically Underutilized Businesses: Federal Assistance or Contract Procurement Requirements

PART A: POLICIES

6-101 Policy Statement:

It shall be the policy of CAPCOG to assist small, DBE, MBE, women-owned businesses and HUBs in learning how to do business with CAPCOG. It shall be the further policy of CAPCOG that these sources shall have the maximum feasible opportunity to compete.

6-102 Bidder/Offeror Statement:

Every solicitation for procurement must require that each bidder or offeror include a statement that the bidder or offeror will comply with this Policy.

6-103 To ensure that CAPCOG's policy to assure that small, MBEs, DBEs, women-owned businesses, and HUBs are utilized, CAPCOG and its contractors and subcontractors should take the following affirmative steps:

1. Include qualified small, MBEs, DBEs, women-owned businesses, and HUBs on the Bidders' List. State lists may be utilized to locate such businesses by contacting the General Services Commission;
2. Assure that small, MBEs, DBEs, women-owned businesses, and HUBs are solicited whenever they may be potential sources. In this regard, CAPCOG should investigate new sources and advertise when feasible in minority publications;
3. When economically feasible, and where not in contravention of competitive bidding requirements, CAPCOG should divide the total requirements into smaller tasks or quantities so as to permit maximum small, MBE, DBE, women-owned businesses and HUB participation;
4. Use the services and assistance of the Small Business Administration, the Office of Minority Business Enterprise of the Department of Commerce, the Minority Business Development Agency in the Department of Labor, the Texas General Services Commission and other similar agencies for locating such businesses;
5. Require that prime contractors take affirmative and meaningful steps towards retaining small, MBE, DBE, women-owned businesses and HUB subcontractors;
6. Procure goods and services from labor surplus areas;
7. If feasible, establish delivery schedules that encourage small, MBEs, DBEs, women-owned businesses, and HUBs to participate; and,
8. Advertise, at least annually, in a newspaper of general circulation for small, MBEs, DBEs, women-owned businesses and HUBs to be added to the Bidders' List.

6-104 For such affirmative steps to be meaningful, CAPCOG should review all solicitations, offers and bids to confirm that such affirmative action steps have been taken. In addition, steps should be

taken to ensure that once a contract is awarded to a small, MBE, DBE, women-owned business, and/or HUB, or that the award is given to a contractor with such a subcontractor, that such business is retained during the entire performance of the contract.

- 6-105 Failure of a contractor to take meaningful affirmative steps at soliciting and retaining small, MBEs, DBEs, women-owned businesses and HUBs may be considered as a factor in evaluating future bids under non-compliance with public policies; however, this factor may not be a consideration in procurements involving purely state or local funds as Texas law requires awards to be made to the lowest responsible bidder.
- 6-106 For procurements costing more than \$3,500 but less than \$50,000 the Division Director shall contact at least two HUBs on a rotating basis, based on information provided by the Texas General Services Commission. If the list fails to identify a historically underutilized business in the area, the CAPCOG is exempt from this section.

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION FOR LOWER-TIER COVERED TRANSACTIONS

Instructions for Certification

1. By signing and submitting this Certification, the lower-tier participant (the "Contractor" or "Subcontractor") is providing the certification set out below.
2. This certification is a material representation of fact upon which reliance was placed when the contract was signed. If it is later determined that the Contractor or Subcontractor knowingly rendered an erroneous certification, in addition to other remedies available to the federal government, the department or agency with which this transaction originated may pursue all available remedies, including suspension and/or debarment.
3. The Contractor or Subcontractor shall provide immediate written notice to CAPCOG if at any time the Contractor or Subcontractor learns that its certification was erroneous when signed or has become erroneous because of changed circumstances.
4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower-tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this Certification, have the meanings set out in the Definitions and Coverages sections of regulations implementing Executive Order 12549. You may contact CAPCOG for assistance in obtaining a copy of those regulations.
5. The Contractor or Subcontractor agrees not to knowingly enter into any lower-tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participating in this contract, unless authorized by the department or agency with which this transaction originated.
6. The Contractor or Subcontractor also agrees to include this Certification without modification in all lower-tier covered transactions and solicitations for lower-tier covered transactions.
7. The Contractor or Subcontractor may rely upon the certification of a prospective participant in a lower-tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. The Contractor or Subcontractor may decide the method and frequency by which it determines the eligibility of its principals. The Contractor or Subcontractor may, but is not required to, check the Nonprocurement List.
8. Paragraph 7 does not require establishment of a system of records in order to render in good faith the required Certification. The knowledge and information of the Contractor

or Subcontractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5, if the Contractor or Subcontractor knowingly enters into a lower-tier covered transaction with a person who is debarred, suspended, ineligible, or voluntarily excluded from participating in this contract, in addition to other remedies available to the federal government, the department or agency with which this transaction originated may pursue any available remedies, including suspension and/or debarment.


Certification

The Contractor or Subcontractor certifies, by participating in this contract, that neither it nor any of its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract by any federal department or agency.

If the Contractor or Subcontractor is unable to certify to any of the statements in this Certification, the Contractor or Subcontractor shall furnish CAPCOG a written explanation of its inability.

HUB International Texas, Inc.

Contractor or Subcontractor

By  _____

Brent Weegar, Public Entity Practice Leader

Name and Title

Date 02/13/2026 _____

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

- No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a member of Congress, an officer or employee of Congress, or an employee or a member of Congress in connection with the award of any federal contract, the making of any federal grant or loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
- If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit to CAPCOG Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- The undersigned shall require that this Certification be included in all subcontracts under this contract, and that all subcontractors sign and submit to CAPCOG the Certification.

HUB International Texas, Inc.
Contractor or Subcontractor

By 

Brent Weegar, Public Entity Practice Leader
Name and Title

Date 02/13/2026

PROHIBITION ON CONTRACTS WITH COMPANIES BOYCOTTING ISRAEL

Texas Local Government Code Section 1. Subtitle F, Title 10, Government Code, Chapter 2270 states that a governmental entity may not enter into a contract with a company for goods or services unless the contract contains a written verification from the company that it:

- 1) does not boycott Israel; and
- 2) will not boycott Israel during the term of the contract

Pursuant to Section 2270.001, Texas Government Code:

- “Boycott Israel” means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes; and
- “Company” means a for-profit sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or any limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate of those entities or business associations that exist to make a profit.

I, (authorized official) Brent Weegar, do hereby depose and verify the truthfulness and accuracy of the contents of the statements submitted on this certification under the provisions of Subtitle F, Title 10, Government Code Chapter 2270 and that the company named below:

- 1) does not boycott Israel currently; and
- 2) will not boycott Israel during the term of the contract; and
- 3) is not currently listed on the State of Texas Comptroller’s Companies that Boycott Israel List located at <https://comptroller.texas.gov/purchasing/publications/divestment.php>

HUB International Texas, Inc.

Contractor or Subcontractor

By 

Brent Weegar, Public Entity Practice Leader

Name and Title

Date 02/13/2026

CONFLICT OF INTEREST QUESTIONNAIRE

CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity		FORM CIQ
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	OFFICE USE ONLY	
<p>1 Name of vendor who has a business relationship with local governmental entity.</p> <p style="text-align: center; font-size: 1.2em;">HUB International Texas, Inc.</p>	Date Received	
<p>2 <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire.</p> <p style="font-size: 0.8em;">(The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>		
<p>3 Name of local government officer about whom the information in this section is being disclosed.</p> <p style="text-align: center;">_____</p> <p style="text-align: center; font-size: 0.8em;">Name of Officer</p> <p>This section (item 3 including subparts A, B, C, & D) must be completed for each officer with whom the vendor has an employment or other business relationship as defined by Section 176.001(1-a), Local Government Code. Attach additional pages to this Form CIQ as necessary.</p> <p>A. Is the local government officer named in this section receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer named in this section AND the taxable income is not received from the local governmental entity?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>C. Is the filer of this questionnaire employed by a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>D. Describe each employment or business and family relationship with the local government officer named in this section.</p>		
<p>4</p> <div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="width: 45%;"> <p style="font-size: 0.8em;">Signature of vendor doing business with the governmental entity</p> </div> <div style="width: 45%; text-align: right;"> <p style="font-size: 1.2em; margin-bottom: 5px;">02/13/2026</p> <p style="font-size: 0.8em;">Date</p> </div> </div>		



HUB

EXECUTIVE COMMITTEE MEETING

MEETING DATE: March 11, 2026

AGENDA ITEM: No. 8, Consider Awarding a Contract for Grant-Writing Services for the Aging Services Division

GENERAL DESCRIPTION OF ITEM:

In November 2025, St. David's Foundation awarded CAPCOG through the Capital Area Initiatives Foundation (CAIF) a one-year, \$50,000 grant to hire professional grant-writer services to help the Aging Services Division pursue new funding to offset the unexpected rescission of several million dollars previously awarded to CAPCOG by the Health and Human Services Commission in 2025.

In January 2026, CAPCOG issued a request for proposals (RFP) for such services, with proposals due on Friday, February 13, 2026. CAPCOG posted the RFP on our website and directly contacted 10 grant-writing firms located in the region listed on the State Comptroller's Centralized Master Bidder List. Only one firm submitted a proposal – Elite Research, LLC. Staff evaluated the proposal and judged the firm to be well-qualified and organized to complete the work. Staff believe that the Aging Services Division will gain long-term benefits from the tools the firm has proposed for the project. Its standard hourly rates are in line with the \$100 to \$150 per hour that CAPCOG anticipated spending — the firm is also offering a discounted rate for this contract. Therefore, CAPCOG staff is recommending proceeding with awarding a contract to Elite Research LLC.

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to a previously discussed item
- Special item requested by board member
- Other

PRIMARY CONTACT/STAFF MEMBER:

Jennifer Scott, Director of Aging Services

BUDGETARY IMPACT:

Total estimated cost: \$50,000

Source of Funds: St. David's Foundation, through the Capital Area Initiatives Foundation (CAIF)

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? _____

PROCUREMENT: Request for Proposals

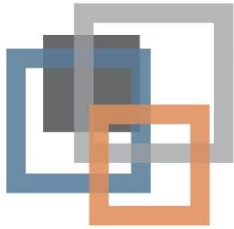
ACTION REQUESTED:

Award Elite Research, LLC a contract for grant-writing services for the Aging Services Division

BACK-UP DOCUMENTS ATTACHED:

Elite Research, LLC Proposal

BACK-UP DOCUMENTS NOT ATTACHED (to be sent prior to meeting or will be a handout at the meeting): None



PROPOSAL

Capital Area Council of Governments

Aging Services Division Grant Writing Services

Submission: Friday, February 13, 2026 at 12:00 pm CT

TO: Andrew Hoekzema
Capital Area Council of Governments (CAPCOG)
6800 Burlison Rd.
Building 310, Suite 165
Austin, TX 78744
T. (512) 916-6000
E. ahoekzema@capcog.org
W. www.capcog.org

FROM: Dr. René Paulson
Elite Research, LLC
9901 East Valley Ranch Parkway, Suite 2035
Irving, TX 75063
T. (800) 806-5661
F. (800) 806-5661
E. rpaulson@eliteresearch.com
W. www.eliteresearch.com

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Abbreviations Used Throughout This Document

- CAPCOG = Capital Area Council of Governments
- PD = PsychData
- DWS = Divergent Web Solutions, LLC
- ER = Elite Research, LLC
- RFP = Request for Proposal

Executive Summary

CAPCOG serves a ten-county Central Texas region as the Area Agency on Aging and is responding to a significant reduction in Older Americans Act funding that affects meals, caregiver support, and senior service capacity. In this environment, funding diversification, speed, and strategic alignment are essential. Elite Research (ER) will act as an embedded funding strategy and grant development partner to the Aging Services Division, combining domain knowledge in social services, aging programs, and public funding ecosystems with strong data, measurement, and outcomes framing. ER will support CAPCOG and the Capital Area Initiatives Foundation by translating program models, budgets, and service outcomes into funder-aligned opportunity strategies and competitive submissions. Our team will produce prioritized funding pipelines, opportunity briefs, reusable narrative assets, and submission support tools that strengthen near-term applications while also building long-term grant readiness and funding resilience across the division.

ER brings extensive expertise in grant proposal development, including narrative design, budget alignment, compliance review, and alignment with funder priorities. Our work follows a proven but adaptable methodology that has generated consistent, actionable results for cities, counties, regional entities, and nonprofit partners. While each engagement is tailored to the client's structure and capacity, our approach is informed by cross-jurisdictional experience across dozens of comparable projects. This allows ER to recommend strategies that have demonstrated success in similar contexts and to flag approaches that historically produce limited return. That pattern recognition, paired with practical execution support, enables CAPCOG to move forward with both confidence and efficiency. Our in-house team includes specialists in data collection, survey design, analytics, strategic planning, and program evaluation. These interdisciplinary capabilities strengthen needs assessments, support evidence-based narratives, and ensure proposed outcomes are realistic, measurable, and funder-aligned. For CAPCOG, this means grant applications that are not only well written, but structurally grounded in credible data, clear logic, and implementable performance measures.

ER will help CAPCOG meet the specific goals of this RFP by delivering a structured, research-driven, and implementation-ready grant development process that moves from funding landscape intelligence to high-quality submissions. We will systematically identify and analyze public and private funding sources used by Area Agencies on Aging and Aging and Disability Resource Centers, review CAPCOG Aging Services programs, staffing, and budgets, and convert those findings into a prioritized opportunity portfolio. ER will pair funding research with hands-on application development support so identified opportunities result in submission-ready proposals rather than remaining theoretical options, directly advancing CAPCOG's objective to secure diversified funding for senior and caregiver services.

ER maintains active, working relationships across a broad network of aging services funders and aligned funding channels that position CAPCOG to stabilize and offset funding losses. These connections span federal funding sources, including relevant opportunities published through Grants.gov, as well as Texas state, regional, and community level aging-focused grant programs. ER is also connected to regional innovation and challenge grant programs such as community-based aging initiatives, along with other applicable public funding streams.

In parallel, ER engages regularly with philanthropic partners, including regional foundations, aging-focused funder networks, and national caregiver and aging support collaboratives, allowing for early visibility into emerging opportunities and priorities. ER will leverage these existing connections to prioritize and sequence agencies, grants, and organizations based on CAPCOG's competitiveness, program alignment, and funding timelines. ER will then translate priority opportunities into submission-ready proposals through funder-aligned narratives, budget matching, compliance review, and hands-on grant development support, while directly supporting division staff in preparing grant applications and other funding requests.

Organizational Profile

Elite Research, headquartered in Irving, TX, with additional remote employees located in Houston, TX; Ft. Worth, TX, and across the United States, brings a unique combination of research expertise, grant development experience, and procurement strategy that sets us apart from traditional grant writing and/or procurement strategy providers. We don't just write proposals—we create compelling, evidence-driven applications that resonate with funders and position organizations for long-term success. Our data and research-driven approach transform procurement from a transactional process into a strategic advantage. We bring the skills to analyze, align, evaluate, and measure while helping you to secure the right opportunities and the right results. We don't just manage processes for you; we also build your team's knowledge and capacity. Through training, tool development, and process improvement, we leave behind sustainable grant writing and procurement practices that strengthen long-term organizational resilience.

History. Elite Research, LLC was founded in 2003 by Dr. René Paulson. René's core passions lie in the *empowerment* of researchers. We started small, working for referral clients only, and letting our reputation grow. We gathered a team of excellent researchers, statisticians, survey developers, grant writers, and editors who also believe that information should be shared. Fostering an environment of research/grant development, collaboration, and training, our goal is to ensure that research, statistics, evaluation, grants, proposals are easily approachable to everyday researchers. Over the years, our services have expanded to include marketing and branding support as well as data collection and procurement support. Additionally, Elite Research is a certified Women Owned Small Business (WOSB) and a Women's Business Enterprise (WBE) certified by the Women's Business Enterprise National Council (see Appendix A for certificates).

Primary Business. Our organization was originally established with a primary focus on the research lifecycle, including study design, evaluation, statistical analysis, and data collection. Through this work, we identified a consistent barrier facing researchers: the challenge of securing sufficient funding to initiate and sustain their projects. In response, we expanded our services to include dedicated grant writing and grant development support. Today, capture management, grant writing and grant development remain in-demand. We have a strong track record of helping clients secure funding through strategic prospect research, competitive proposal development, and comprehensive, end-to-end grant lifecycle support.

Customers. We support a vast variety of clients in the grant life-cycle. Most recently we have supported Harris County, TX with new funding trajectories, development of department logic models and summaries, and have submitted 6 proposals of which 3 have been awarded. We worked with the University of Texas Arlington and hosted a Grants Academy supporting over 30 researchers in various federally funded submissions, and supported new faculty in building templates and learning about a multidisciplinary focus. We are also supporting a nonprofit (under non-disclosure) with a regional grant preparation push to help small business programs become better funded. Our work with the Services & Advocacy for LGBTQ+ Elders reviewing RFPs and responses, job descriptions and CV alignment and supporting robust data governance best practice programs and strategic planning within their organization.

General Information

9901 East Valley Ranch Parkway, Suite 2035
Irving, TX 75063
ER Telephone: (800) 806-5661
Fax: (800) 806-5661
Email: bids@eliteresearch.com
Websites: www.eliteresearch.com

Primary Contact

Rene Paulson
President, Elite Research
Telephone: (972) 538-1374
Email: rpaulson@eliteresearch.com

EIN: 42-1628901; WBENC: WBE101303; DUNS# 0-10796633; SAM EID: VM6LK3LNJAU5
Cage code (750B9); NAICS Codes 611710 - Educational Support Services, 541690 - Other Scientific and Technical Consulting Services, 541720 - Research and Development in the Social Sciences and Humanities

Work Plan and Budget

We manage both RFP development and grant writing in parallel by leveraging a structured yet flexible process that aligns compliance, clarity, and strategic impact. On the procurement side, we draft RFPs that adhere to regulations, outline clear scopes of work, and support fair vendor evaluation and selection. At the same time, we apply those same principles of precision and alignment when writing grant proposals while crafting narratives that clearly connect organizational needs with funder priorities, backed by strong data and measurable outcomes. By integrating our knowledge of procurement regulations with best practices in grant writing, we ensure that both processes not only meet compliance requirements but also maximize opportunities for securing high-quality vendors and sustainable funding.

STRATEGY DEVELOPMENT	PROJECT PLANNING	FUNDER SELECTION	PROPOSAL DEVELOPMENT	PROPOSAL REVIEW
Capacity building to ensure you as a researcher and your ideas are fundable.	Due diligence to confirm you have a fundable and feasible idea.	Ensuring your idea is an appropriate "fit" with the potential funder.	Understanding and building the technical and business requirements.	Fine-tuning your proposal for the strongest possible submission.
Needs Assessments	Concept Development	Funder Alignment	Research & Project Design	Proposal Critique & Feedback
Opportunity Landscape	Appropriate Research Questions	RFP/RFA Review & Selection	Goals, Objectives & Outcomes	Formatting to Funder Requirements
Research Trajectory	Literature Review	Identifying Submission Criteria	Logic Models	Technical Editing/Polish
Coaching & Mentoring	Timelines & Milestones	Concept Papers	Timeline & Milestones	
Early Career Training		Pitching to Program Officers	Technical Writing	
			Evaluation Plans	
			Third-Party Evaluation	
			Ensuring Proper Funder Requirements	
			Cost Analysis	

Potential Funding Sources

ER will help CAPCOG close its funding shortfall by systematically targeting and pursuing high-fit opportunities across the full spectrum of aligned funding sources, including the Administration for Community Living (ACL), Older Americans Act discretionary and innovation grants, the National Family Caregiver Support Program, Community Services Block Grant programs, and relevant federal opportunities posted through Grants.gov or known from our current connections. At the state, regional, and community level, ER will actively screen Texas aging-focused grants, regional innovation and challenge grants such as AARP Community Challenge opportunities, and other applicable public funding streams. In parallel, ER will develop a focused philanthropic prospect pipeline that includes regional foundations, aging-focused funder networks, and national caregiver and aging support collaboratives. ER will prioritize and sequence these agencies, grants, and organizations based on CAPCOG's competitiveness, program alignment, and timing. ER will scope each priority opportunity to support CAPCOG with submission-ready proposals through funder-aligned narratives, budget matching, compliance review, and hands-on grant development support.

Proposed Staff

The project team leads have worked collectively for over a decade on various grant assessments, narrative development, editing and formatting, compliance & reports, procurement, budgeting, and submissions, both internally for the organization and externally for various institutions. **Several projects have included working with senior populations and/or organizations who work with seniors.** They are versed in working with multidisciplinary teams, and cross-functional work groups to meet deadlines. The team has worked cohesively for over 10 years, across various projects. Our approach is collaborative by nature and we'll work with your team to determine where gaps may be filled, or where capacity building is required.

We view our team as an extension of your team.

- Full Resumes located in Attachment C.
- Additional information on Key Staff can be found in the next section of this proposal: [Project Management and Key Staff](#)

Project Understanding

Our team understands that this project is centered on strengthening and diversifying funding streams for CAPCOG’s Aging Services Division in response to the unexpected loss of \$3.4 million in Older Americans Act funding and the resulting pressure on senior and caregiver programs. The engagement is not limited to writing individual grants, but instead requires a structured funding intelligence and development approach that identifies how Area Agencies on Aging and Aging and Disability Resource Centers across Texas and beyond are supplementing their core funding. This includes mapping public and private funding sources, assessing which are most applicable to CAPCOG and the Capital Area Initiatives Foundation, and aligning opportunities with priority services such as meals, respite care, caregiver support, income support, and home repair. We recognize that success depends on pairing funding research with a practical understanding of CAPCOG’s program structure, staffing model, budgets, and service delivery realities.

We also understand that CAPCOG is seeking a hands-on partner who will move beyond opportunity identification to active application support. The project calls for direct collaboration with division leadership and staff to develop competitive submissions, analyze how peer agencies are structuring and using alternative funding, and translate those insights into tailored, submission-ready proposals. This includes support for both public and private opportunities, recurring and one-time funding cycles, and specialized sources such as veteran, caregiver, and innovation-focused grants. Our approach is built around prioritization, timing, and competitiveness, ensuring that effort is directed toward the highest-value opportunities and that CAPCOG staff receive practical, end-to-end support throughout the grant and funding request process.

With our research and evaluation background, supporting AAA with the content development of the results of the 10-county survey for Area Plan development for 2027-2029.

Potential areas funding mechanisms which occurred in 2025 to seek in future funding cycles include (2026) include the AARP Community Challenge for Transportation Safety, Transportation Safety SS4A, Care Coordination & ADRC with ACL / HHS Aging Grants, HRSA Coordination grants regarding health navigation & rural coordination. In 2027, ACL Capacity Grants for aging network system strengthening, in tandem with 2026 suggested recurring funding. In 2028 we see ACL Multi-Year Expansions for proven aging models, DOT Discretionary (BUILD/RAISE) grants for regional mobility, and various opportunities.

Methodology

To meet the background and objectives of this proposal, ER will identify grant funding needs and priorities to develop an overall outline and strategy for grant funding, as well as conduct ongoing research to identify grant resources for CAPCOG:

- Funding Needs Analysis: Work with CAPCOG’s departments & team to assess and identify current and new funding priority areas.
- Grant Funding Research: Conduct research to identify grant resources including, but not limited to federal, state, foundation, agencies, and organizations that support funding needs in areas identified.
- Grant Proposal Consultation and Development: Provide grant proposal writing services associated with the completion of grant applications on behalf CAPCOG, including the preparation of funding abstracts, production, and submittal of applications to funding sources.
- Monthly Reports: Submit monthly reports summarizing the activities undertaken during the previous month.
- Ad Hoc Reports: Provide regularly updated reports compiling grant funding opportunities.

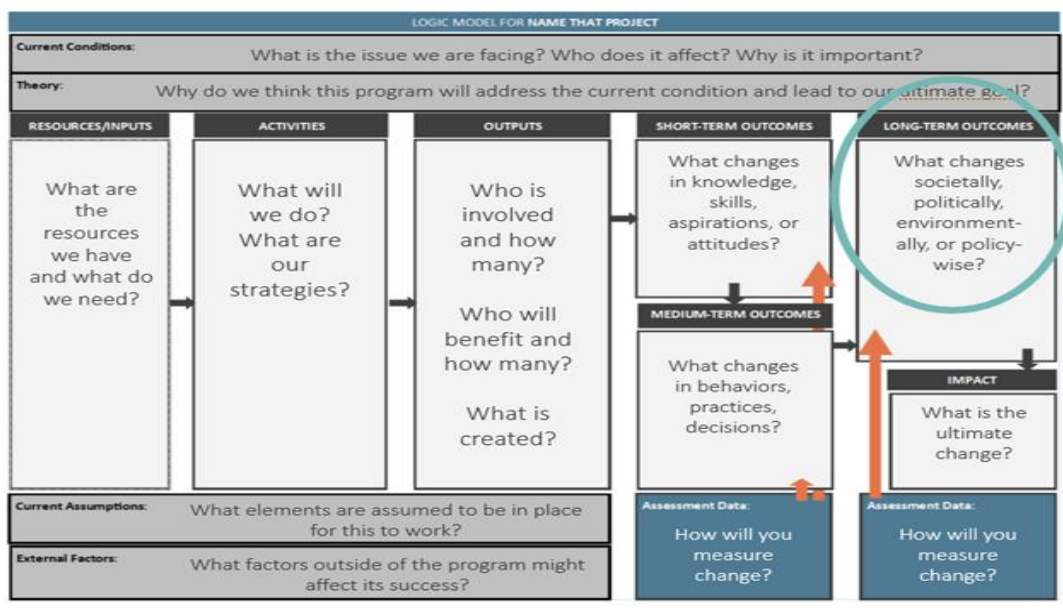
So often we think of writing a grant as outlining an approach, considering research design, and then narrative writing, but we know there is so much more to consider. Grant development is often spoken in terms of funding cycles. By nature of the word *cycle*, we have an understanding that it is repetitive. The cycle really assumes that when you are not awarded, that you stay in the game. You have to take feedback from your panel review and go back to the strategy table. On average, it takes someone four to six times submitting before they are awarded. Every revision gets you one step closer to being awarded, so it is important that you take to heart the preparatory steps and routinely update your grant components, so that you can more readily respond to future funding calls, streamlining the entire process. To align funding using their comprehensive and aggressive approach to grant research, grant writing and grant management. It is the intention to apply for grants which address documented CAPCOG needs including, but not limited to, those associated with (RFP Q&A pg. 1):

- Transportation
- Care Coordination (Case Management)
- IR&A (Information, referral, and assistance for both AAA and ADRC)

To begin our phased approach to each award, in **Phase 1**, Elite Research works with the agency to perform a self-assessment/SWOT including where have we been funded, what funding are we competitive for, opportunities we have already assessed, and any threats or barriers we've had in the past, and also then identifying what do our CVs show, where are there research gaps, who are our connected partners, what are our combined credentials, etc. With that in mind, in order to identify your funding source, you have to understand who are the key funders in the area of research you seek - what are their priorities? What are the funding trends, are they shifting? And are there untapped sources of funding in your field?

By orienting ourselves with the CAPCOG and the field and keeping an eye on changes and trends, it sets the stage for our strategic approach to grant seeking, which is most effective over the long term. Grant *seeking* is not grant *getting*. You have to be *strategic*. You need a long-term strategy that make grants work for the agency. You have to start by articulating your long-term goals and understand the role of funding in achieving your goals. You can only do this through a self-assessment and identifying your own gaps, then mapping out a funding trajectory that will get you there. Many will refer to this as *scaffolding* – you're thinking strategically about proposals by *positioning* yourself well and walking through the steps of *grant readiness*. We offer all services for all phases of the grant development process, including:

In **Phase 2**, we begin prospecting and building a capture management plan once we have determined funding needs. We research potential local, state and federal funding announcements within various databases including ESBD, grants.gov, various federal agencies, Texas.gov, GrantWatch, etc. We also have relationships with funders that lead to easier prospecting. Once the potential funders and projects are identified, our analysis of each funding call outlines the guidelines, scope, timelines, budget, requirements, funding criteria, application process and deadlines. We will share this to receive approval, or CAPCOG will share their approved mechanisms with ER. Collaboration in this phase is important. We talk about aligning our design, goals, objectives, and outcomes through the use of a logic model, and once we have that, using that model to generate potential funding interest through concept papers and pitches. Then, taking the feedback we get and aligning (once again) our project and narrative to a funder's needs and the notice itself. It is a good reminder to note that most people underestimate the amount of work that has to be done before a proposal is even written. Successful funding comes from calculated thinking. Calculated thinking is about getting your things in order. To sell your idea, it has to be impactful, exciting, and interesting, and probably more importantly for the funder to buy, it must be aligned with the interests and priorities of individual funders. You cannot have the same concept sold to different funders. They want to see it aligned to them. Funders also need a clear understanding of your product and a logical plan of how you plan to get there. Grants are discrete projects, judged on their structure and coherence so it is important to take the time to really think through your project.



This must lead to filling the identified gap

During the logic model process, Elite Research will work with the agency to establish impact to help fill in the identified gap once the approach and concepts are identified.

In **Phase 3**, we mentioned earlier in phase 2 about logic models being the starting point of your proposal. But even in that process, many foundations and federal agencies want to help guide the development process. They want to know ahead of time where submitters are headed. Depending on your funder, we recommend concept papers. Each funder may refer this concept paper as different things – NSF refers to theirs as the Project Summary, NIH calls it their Specific Aims page. As concept papers are drafted, Elite Research begins the narrative writing process at the same time as we (collectively) begin preparing the budget. The narrative may include evaluation plans and timelines that are intertwined with budgeting. If you are targeting a specific funder, especially if these are larger funders, there may be guidelines to follow. If none are specified, we suggest the following: an introduction, your purpose or need, a project description, goals and objectives or aims and questions, your methods, timeline, expected outcomes, budget and requested support, and contact information or RFA components if listed.

Formatting proposal elements is **Phase 4** once the bulk of the writing occurs. Formatting and aligning the response to the funding call is one of the most important steps in the development process. Aligning to funding needs is all about two things really, following the specific guidelines in the funding notice or grant maker guidance and using the direction offered by the funding contact or program officer. Aligning to the program officer’s direction means that you are writing to their highlighted elements that they spoke of or drew your attention to – this often gives you that **little extra** edge you need.

Beyond font, paper size, and titles, solicitations provide content requirements. It's important to look at the language, and then to build your narrative around the language that's been provided. You will not get anywhere without intellectual merit and broader impacts. Formatting violations are grounds for proposal return or rejections. Elite Research will apply flexibility within the full scope below for availability for grant writing, editing of proposal components, formatting and alignment, availability to lean into impact and act as a thought partner in existing, reviewed, or renewal grants. Our submission package is delivered as a draft, to meet the need of what is requested in the RFP. Once CAPCOG reviews the RFP Analysis and creates a strategy and timeline, vendor shall develop and execute a work plan for the grant application. Vendor shall write the narrative based on input from CAPCOG staff and gather all documents and supporting documentation in compliance with funding requirements. Our typical process is illustrated below as a funnel that pivots directionally as needed.

Methodology

The methodology proposed is outlined according to the deliverables outlined in the RFP. Although these elements are listed as phases, they are not necessarily linear in nature. Additionally, as ER explores further into CAPCOG data and culture, the need may arise to shift the methodology; should this happen, it will come as no shock to the stakeholders, as they will be kept informed along the exploration and provided with justifications regarding the suggested changes.

The following phases are less detailed due to the nature of the consultation to allow for support as needed.

Phase 1: Initial Planning

- 1.1 Initial meeting for introductions
- 1.2 Review and gain current agency knowledge on status and unknowns
- 1.3 Create a central project plans and timeline
- 1.4 Act as a thought partner in planning

Phase 2: Review & Synthesis of Grant Writing Needs

- 2.1 Prepare and complete a SWOT analysis on key stakeholders, programs, policies, tools, services as needed for each project
- 2.2 Identify gaps and determine if additional information is needed
- 2.3 Review past funding calls and awards, reviewers feedback, and resubmissions
- 2.4 Document findings
- 2.5 Develop prospecting analysis assessment
- 2.5 Development of a prospecting plan; begin prospecting

Phase 3: Grant Elements

- 3.1 Receive approval from CAPCOG to begin/edit grant elements (based on prospecting or need)
- 3.2 Reaffirm project timeline and stakeholders
- 3.3 Develop/edit Logic Models/Theories of change identifying impact
- 3.4 Develop/edit pitch documents/concept papers
- 3.5 Develop/edit narrative and proposal elements as needed
- 3.6 Develop/edit budget

Phase 4: Formatting and Alignment

- 4.1 Formatting, editing, content review, content feedback
- 4.2 Reaffirm needed elements and project timelines
- 4.3 Capacity building and support as needed
- 4.4 Prepare final submission package DRAFT

Phase 5: Proposal Submission, Resubmission

- 5.1 Support via writing, editing, formatting etc. of submission, resubmission
- 5.2 Prepare responses to reviewer feedback
- 5.3 Meetings & communications as needed

Phase 6: Reporting

- 6.1 Monthly Reports
- 6.2 Ad Hoc Reports

Reporting Capabilities

Reporting is provided in detailed invoices outlining the total prospected funding calls, the analysis provided on the funding call, meetings & communications, grant services as they apply to writing, editing and development of core components (logic models, statistical analysis plans, evaluation plans, organizational workflows, and various charts, graphics, images, etc.) and project management and oversight support as needed.

Additionally, at the completion of each submission a project report will be provided on the successes, barriers and challenges, and high-level overview of the project as a project status/summary.

Timeline

The timeline for this engagement is expected to start between March 16, 2026 and April 1, 2026 and end November 30, 2026.

Budget

The engagement costs of this proposal are outlined in the table below based on the proposed work plan and timeline. The costs associated with consulting services are invoiced in ¼ hour increments. ER uses a blended hourly rate for the proposed work plan for the project team members. Blended hourly rates are calculated based on salary, fringes, benefits, and operating expenses as standard to the industry with our **entity discount of 10%** already applied.

Software, instruments, and licenses needed for this project are owned and operated by Elite Research. Please note, this methodology assumes a series of *virtual meetings*; however, local in-person meetings are possible with approval by both parties. If in-person services are determined essential, the travel requirements and budget needed will be documented and agreed upon.

Proposed Budget

The proposed cost of the work plan is below based on the project team’s hourly work toward the outlined phases. Communication and meetings are included in each phase. This table may be modified with approval by both parties for potential change in scope of work. It does not contain costs for participant incentives, additional subject matter experts, travel, or other expenses, should any be identified and approved during the project. The contract arising from this procurement will be approximately \$45,000 and expended based on the services selected and scope of work determined in Phase 1: Initial Planning.

Service	Hourly Rates	Discounted Rate
Prospecting & Capture Planning & Management Assessing fit, building connections, proposal strategy	\$115 - \$175	\$100 - \$155
Content Review by Research and Statistical Consultant May include design, power, analysis writing, etc.	\$150 - \$175	\$135 - \$155
Content Review and Writing by a Grant Analyst Alignment, content review and writing to the RFP, marketing language, address gaps, etc.	\$125 - \$140	\$110 - \$120
Grant Writer Writing to polish writing, centralize voice from multiple writers, grammar, etc.	\$115 - \$125	\$100 - \$105
Grant Editor Proofreading, references, in-text citations, alignment, etc.	\$90 - \$110	\$75 - \$95

Billing Structure

ER does not require an advanced payment in order to begin contracted work. A purchase order or approved contract issued to ER will initiate the work outlined in this proposal. Time worked will be billed at the midpoint and/or phase completion and payment of invoiced hours is net 30, with a 10-day dispute process outlined in the contract. If the timeline is extended an updated invoice structure will be updated, outlined, and approved by all parties to this proposal. If the proposed work plan and engagement changes, this disbursement plan may be updated in reflection of those changes.

Dependency Clause

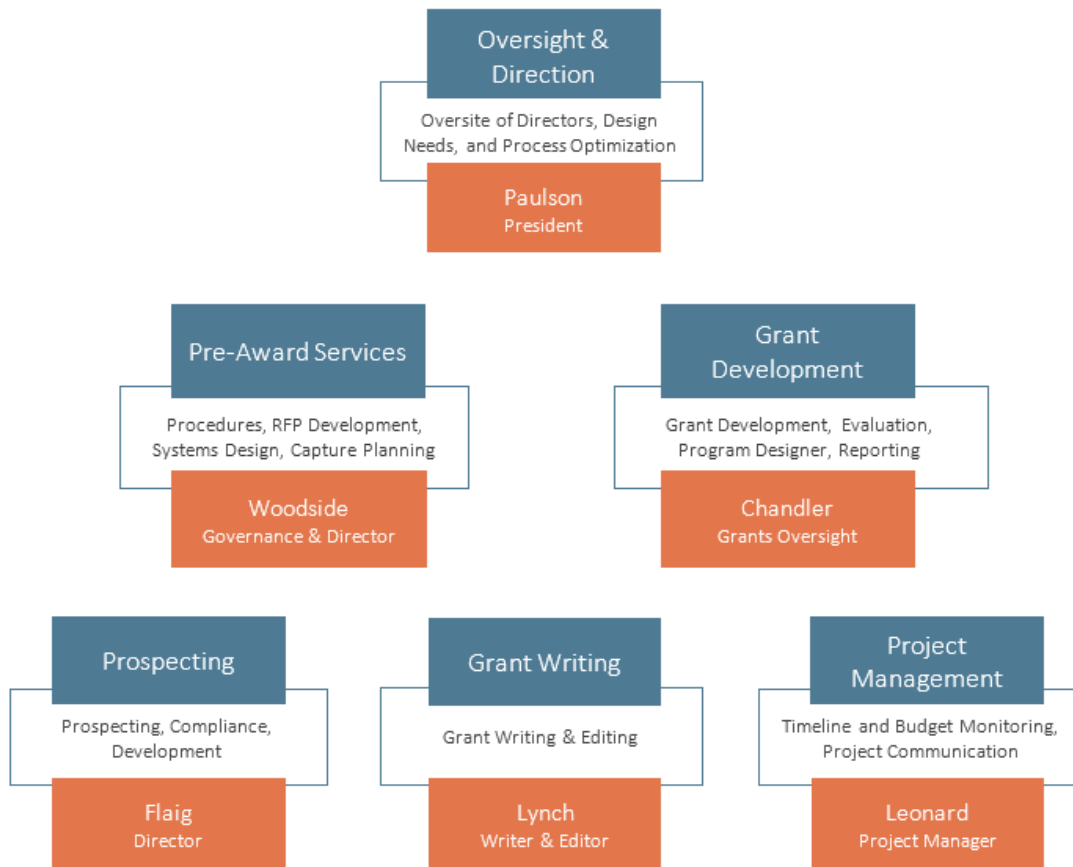
ER will use reasonable effort to provide the services outlined in this proposal provided that the service recipient relays clear and reasonable requests for service, and that when request changes occur they are documented and scope is adjusted for timeline, resources, or deliverables. Obligations to perform any services are outlined in separate contractual documentation and are not part of this proposal. CAPCOG acknowledges that some of the services outlined in this proposal require instructions, data, information, and access from CAPCOG or third parties, or are dependent in whole or in part of completion of prior acts by the Service Recipient, if those pre- or post-requisites are not provided ER will not be liable for breach of the representations, warranties or covenants made under this proposal or the life of the contract due to these outlined dependencies.

Project Management and Key Staff

In total, between full and part-time staff, ER has over 30 team members. Their adaptive mindset allows openness to change and project priorities. ER provides comprehensive grant writing and development services, including prospecting, opportunity alignment, proposal strategy, narrative development, partnership coordination, and submission management. Therefore, provided below is a simplified version of our organizational chart that focuses exclusively on the grant writing team and those who will work specifically on this project. Additionally, short bios can be found later in this section and full resumes in Attachment C.

Our staff bring deep experience in developing competitive social service proposals across a wide range of program areas, including aging services, caregiver support, community health, housing stability, workforce access, and other human service initiatives. Team members are skilled in translating complex program models into clear, funder-aligned narratives that demonstrate community need, evidence-based design, measurable outcomes, and operational readiness. They routinely collaborate with program leaders, finance staff, and community partners to build accurate scopes of work, realistic budgets, and strong implementation plans. This cross-functional approach ensures that each social service proposal is both programmatically sound and fully compliant with funder requirements. Our team's combined subject matter familiarity and technical grant development expertise enables us to produce persuasive, submission-ready proposals under varied timelines and funding guidelines.

Organizational Chart (Simplified)



Short Bios

Below we have included the short bios of the team members on the organizational chart above. Please note that full resumes are located in Attachment C. Additionally, other team members, subject matter experts, and content experts can be brought in as needed.

Dr. René M. Paulson – provides grant writing and consulting services grounded in extensive expertise in strategic and multidisciplinary leadership, program monitoring and evaluation, proposal development, statistical analysis, instrument design, and methodological protocol development. She serves in a senior advisory and oversight capacity, guiding projects from concept through execution while ensuring alignment with funder priorities and performance benchmarks. Central to her approach is the cultivation of effective partnerships through coalition building, stakeholder engagement, and collaborative strategy development to maximize project impact and synergy. Dr. Paulson has led the creation, strategic planning, implementation, and staffing of the first research design and analysis center within Texas state institutions. She has also served on multiple academic boards focused on strategic planning, quality enhancement and improvement, and institutional advancement and opportunity.

Ms. Mindy Chandler – provides grant writing and consulting services grounded in culturally competent expertise in program design, evaluation, and project management, strengthening the overall proposal planning and development process. She collaborates with organizational leaders, faculty, researchers, and practitioners across academic and philanthropic sectors to build competitive proposals through the development of clear theories of change and logic models, and by identifying appropriate outcomes, indicators, and measurement strategies. Her responsibilities include leading proposal planning, developing core narrative and technical content, ensuring alignment with funder priorities and requirements, and serving as the primary point of contact for all aspects of grant proposal development.

Ms. Chelsea Leonard – As the main contact and project manager for grant writing and consulting services, she contributes expertise in qualitative research, project management, operational optimization, procurement and vendor evaluation, and strategic communications. She has held organizational roles in business optimization and program management, where she has led the design and implementation of systems and processes that increase impact, efficiency, quality improvement, and cost effectiveness. She applies social science research methods to inform practical, community-centered solutions, supported by a master's degree in Social Justice and Human Rights from Arizona State University. She also specializes in developing structured, transparent procurement approaches that promote clarity, compliance, and fairness throughout vendor selection and contracting processes.

Ms. Gabrielle Lynch – She provides grant writing and consulting services with expertise in proposal development, including content research and narrative generation. Her background includes survey and instrument design, on-site data collection and analysis, research design, and work with at-risk and priority populations. Drawing on advanced training in Curriculum and Instruction from the University of Kansas and Applied Linguistics from the University of Massachusetts, she brings deep familiarity with academic research and publication processes. She supports investigators and project teams in developing rigorous research frameworks and translating findings into clear, competitive proposal and publication-ready materials, guiding projects from concept development through submission.

Ms. Eileen Flaig – provides grant writing and consulting services with specialized expertise in technical, scientific, and academic writing and editing. Her experience spans both business and academic environments, where she serves as an editor and content contributor for research publications, grant proposals, solicitation responses, academic journal articles, institutional and university materials, corporate reports, internal documentation, and graduate theses and dissertations. She is highly skilled in applying diverse style guides and sponsor, institutional, organizational, and journal-specific requirements to ensure accuracy, consistency, and compliance. In addition to proposal and publication support, she contributes

operational expertise in procurement services and compliance and assists with process design and documentation.

Ms. Jodi Woodside – provides grant writing and consulting support with expertise in capacity building, capture planning, prospect research and RFX assessment, compliance review, process optimization, contracts and confidentiality management, communications, and logistical coordination. With a degree in Business Administration and Management Information Systems from Southern New Hampshire University, she designs and manages systems and workflows that improve impact, efficiency, quality, and cost effectiveness across proposal and consulting operations. She has held senior executive support roles working closely with C-suite leaders, where she coordinated large-scale events, managed policies and procedures, safeguarded confidential information, and directed staff communications and logistics to ensure smooth, compliant execution of organizational initiatives.

Project Management

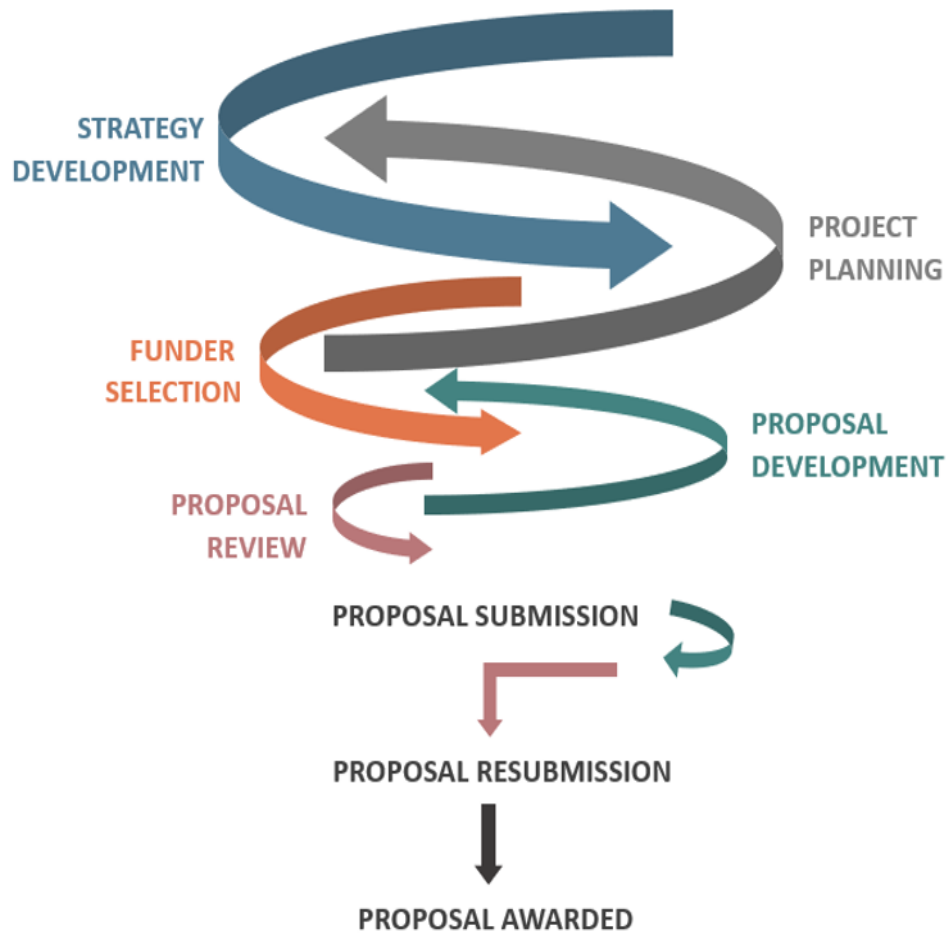
As indicated by the team chart above, Dr. Paulson, President oversees all projects. Ms. Chelsea Leonard will be the primary project manager and serve as a pivot for project goals, communications, support, and project success. The project manager will be responsible for setting roles and responsibilities, identifying resources available with alignment to skill and expertise, create a collaborative work environment, and ensure that all stakeholders have the support they need.

Our grant management process is designed to deliver maximum value through strategic coordination, technology-driven tools, and rigorous project management. We begin by engaging with diverse stakeholders—internal staff, community partners, and leadership teams—to align funding opportunities with program priorities. Leveraging project management platforms and cloud-based collaboration tools, we ensure that all stakeholders have real-time access to timelines, templates, and draft materials. Standardized proposal and budget templates form the foundation of our process, which we then customize for each funder’s requirements. A centralized digital grant calendar tracks all deadlines, deliverables, and review cycles, giving us the ability to anticipate challenges and build in sufficient time for multiple rounds of feedback and refinement. Our layered coordination approach—integrating programmatic expertise, fiscal oversight, and executive review—ensures proposals are comprehensive, competitive, and compelling. By blending technology, collaboration, and disciplined project management, we consistently deliver high-quality, on-time submissions that reflect both the mission of the organization and the priorities of funders.

Strategy for Prioritizing High Value Grants

Elite Research will strategically place your organization to win a specific grant or funding opportunity. It begins well before the grant announcement is released, focusing on understanding the funder, aligning CAPCOG’s mission with the funder’s priorities, and identifying internal strengths and gaps. This includes analyzing past awardees to understand what kinds of projects were successful and identifying key decision-makers or influencers within the funding agency. Then, internal systems, capacity, and partnerships will align with the opportunity’s expectations. This means evaluating whether your team has the expertise, partnerships, and data infrastructure to execute the proposed project. If not, ER’s capture planning includes a strategy for addressing those gaps through collaborations, subcontracts, or technical partnerships. The final element of capture planning is relationship cultivation and positioning. Elite Research recognizes that post capture planning the strategy for prioritizing high value grants must come with both human and financial resource allocation. We will work with CAPCOG to define the organizational priorities and strategic fit, which involves clearly defining these goals, focus areas, and core competencies of each grant. Next, we will assess the financial and resource leverage, where opportunities that are assessed are evaluated for their potential return on investment (total funding available, multi-year funding potential, and potential renewal funding). The probability of success is next evaluated along with its competitiveness and feasibility. This includes organizational readiness, the relationships with funders, past funding history

and alignment with funder priorities. Next we will consider strategic partnerships and visibility. This analysis will be presented in matrix format with the priority proposals at the top.



References

Project: *Precinct2gether*

Partner: Harris County, Texas Precinct 2

Relevance: Within our partnership with Precinct2gether that started this year we have had the opportunity to not only work with an organization that has been struggling to find the capacity to develop internal processes and templates to be successful applying for, and being rewarded) grants to meet their current needs- especially in light of recent budget cuts. Currently, ER prospects for grants and assists with proposal development, but more importantly, we are working to teach, build capacity, and guide the department on how to be successful and sustain the momentum once our contract has ended.

Performance Period: 2025 – Current

Contact Reference: Tiffany Hicks, Senior Director of Grant & Nonprofit Department; 713-274-2051; Tiffany.Hicks@pct2.hctx.net

Key Services: Prospecting, Proposal Development/Scope Alignment, Landscape Analysis, Logic Models, Creating of Internal Processes and Templates, Training, Presentations

Project: *ADPI ACL State and Community Grant Proposal Development*

Partner: Mississippi Department of Human Services

Project Description: Elite Research collaborated with the **Mississippi Department of Human Services** (MDHS) **Division of Aging and Adult Services** to develop a proposal for the Administration for Community Living (ACL) and the Administration on Aging's Alzheimer's Disease Programs Initiative (ADPI) - State and Community Grant Program. Our team assisted MDHS in planning and developing the logic model and evaluation plan. Additionally, we contributed to the narrative review, ensuring alignment with existing standards, updated the logic model, and created a broader logic model for the center. We also executed the evaluation plan section and conducted a thorough measurement review.

Period of Performance: 2023 – Current

Contact Reference: Marshea Cooper, 601-359-4908, Marshea.Cooper@mdhs.ms.gov

Key services: Evaluation plan, Statistical Design & Modification, Stakeholder Communication, Logic Model Development, Editing and Formatted documents, Grant Writing

Project: *Focus Groups Consultant for SAGECents*

Partner: SAGE USA

Project Description: SAGE collaborated with LifeCents to develop a financial wellness app called SAGECents that targets users in the LGBT **older adult community** because of a lack of financial wellness information and resources available for members of this community. Users who are Black, Indigenous, and People of Color (BIPOC), rural users, and users who identify as transgender, gender non-conforming (TGNC) were using the SAGECents app in higher numbers than anticipated; as a result, SAGE contracted Elite Research to design and conduct focus groups with 3 segments (rural users, TGNC users, BIPOC users) of its LGBTQ+ **older adult** SAGECents app users in order to assess their user experience. In addition, ER has assisted with the review of RFPs and job descriptions for SAGE to ensure that they align with their needs. ER has also assisted with assessing their data governance to ensure best practices when managing data and enforcing security measures. Currently, ER is drafting a ten-year plan to assess the impact of SAGE's National LGBTQ+ Housing Initiative and create a strategic plan to be enacted in future years with ER's support. ER's continued collaboration with SAGE will ensure that the underrepresented population of LGBTQ+ older people will continue to receive the support and services they require and deserve.

Performance Period: April 2021 – August 2021

Contact Reference: David Vincent, Chief Program Officer, 646-439-2116, dvincent@sageusa.org

Key Services: Focus Groups, Literature Review, RFP Alignment, Design & Planning, Data Collection, Analysis and Results

Attachments

Attachment A: Required Certifications

Attachment B: Company Certifications

Attachment C: Team Profiles

Attachment A: Required Certifications

Certification Of Compliance with Small, Disadvantaged, Minority, Women-Owned, And Historically Underutilized Business Policy

ATTACHMENT: Certifications

CERTIFICATION OF COMPLIANCE WITH SMALL, DISADVANTAGED, MINORITY, WOMEN-OWNED, AND HISTORICALLY UNDERUTILIZED BUSINESS POLICY

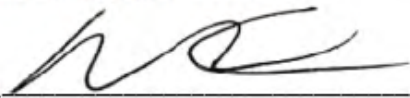
The undersigned certifies on behalf of the Contractor or Subcontractor that he or she has read Article VI of CAPCOG's Procurement Policy, "Small, Disadvantaged, Minority, Women-Owned and Historically Underutilized Businesses: Federal Assistance or Contract Procurement Requirements," a copy of which is attached to this Exhibit. In addition, the Contractor or Subcontractor agrees to make and demonstrate a good faith effort to include small and minority businesses, women's business enterprises, and labor surplus area firms' participation under a contract in accordance with federal procurements requirements of 2 CFR §200.321. A good faith effort must include the following affirmative steps:

- 1) Placing qualified small and minority businesses and women's business enterprises on solicitation list;
- 2) Assuring that small and minority businesses and women's business enterprises are solicited whenever they are potential sources;
- 3) Dividing total requirements, when economically feasible, into smaller task or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
- 4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises; and
- 5) Using the services and assistance as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

Nothing in this provision will be construed to require the utilization of any firm that is either unqualified or unavailable. comply with that policy if it procures goods or services with funds made available under this contract.

Elite Research, LLC

Contractor or Subcontractor

By  _____

Rene Paulson, President

Name and Title

Date 2/6/26

CAPCOG'S AFFIRMATIVE ACTION PROCUREMENT POLICY

Small, Disadvantaged, Minority, Women-owned and Historically Underutilized Businesses: Federal Assistance or Contract Procurement Requirements

PART A: POLICIES

6-101 Policy Statement:

It shall be the policy of CAPCOG to assist small, DBE, MBE, women-owned businesses and HUBs in learning how to do business with CAPCOG. It shall be the further policy of CAPCOG that these sources shall have the maximum feasible opportunity to compete.

6-102 Bidder/Offeror Statement:

Every solicitation for procurement must require that each bidder or offeror include a statement that the bidder or offeror will comply with this Policy.

6-103 To ensure that CAPCOG's policy to assure that small, MBEs, DBEs, women-owned businesses, and HUBs are utilized, CAPCOG and its contractors and subcontractors should take the following affirmative steps:

1. Include qualified small, MBEs, DBEs, women-owned businesses, and HUBs on the Bidders' List. State lists may be utilized to locate such businesses by contacting the General Services Commission;
2. Assure that small, MBEs, DBEs, women-owned businesses, and HUBs are solicited whenever they may be potential sources. In this regard, CAPCOG should investigate new sources and advertise when feasible in minority publications;
3. When economically feasible, and where not in contravention of competitive bidding requirements, CAPCOG should divide the total requirements into smaller tasks or quantities so as to permit maximum small, MBE, DBE, women-owned businesses and HUB participation;
4. Use the services and assistance of the Small Business Administration, the Office of Minority Business Enterprise of the Department of Commerce, the Minority Business Development Agency in the Department of Labor, the Texas General Services Commission and other similar agencies for locating such businesses;
5. Require that prime contractors take affirmative and meaningful steps towards retaining small, MBE, DBE, women-owned businesses and HUB subcontractors;
6. Procure goods and services from labor surplus areas;
7. If feasible, establish delivery schedules that encourage small, MBEs, DBEs, women-owned businesses, and HUBs to participate; and,
8. Advertise, at least annually, in a newspaper of general circulation for small, MBEs, DBEs, women-owned businesses and HUBs to be added to the Bidders' List.

6-104 For such affirmative steps to be meaningful, CAPCOG should review all solicitations, offers and bids to confirm that such affirmative action steps have been taken. In addition, steps should be

taken to ensure that once a contract is awarded to a small, MBE, DBE, women-owned business, and/or HUB, or that the award is given to a contractor with such a subcontractor, that such business is retained during the entire performance of the contract.

- 6-105 Failure of a contractor to take meaningful affirmative steps at soliciting and retaining small, MBEs, DBEs, women-owned businesses and HUBs may be considered as a factor in evaluating future bids under non-compliance with public policies; however, this factor may not be a consideration in procurements involving purely state or local funds as Texas law requires awards to be made to the lowest responsible bidder.
- 6-106 For procurements costing more than \$3,500 but less than \$50,000 the Division Director shall contact at least two HUBs on a rotating basis, based on information provided by the Texas General Services Commission. If the list fails to identify a historically underutilized business in the area, the CAPCOG is exempt from this section.

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion For Lower-Tier Covered Transactions

CAPCOG Contract Attachments

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION FOR LOWER-TIER COVERED TRANSACTIONS

Instructions for Certification

1. By signing and submitting this Certification, the lower-tier participant (the "Contractor" or "Subcontractor") is providing the certification set out below.
2. This certification is a material representation of fact upon which reliance was placed when the contract was signed. If it is later determined that the Contractor or Subcontractor knowingly rendered an erroneous certification, in addition to other remedies available to the federal government, the department or agency with which this transaction originated may pursue all available remedies, including suspension and/or debarment.
3. The Contractor or Subcontractor shall provide immediate written notice to CAPCOG if at any time the Contractor or Subcontractor learns that its certification was erroneous when signed or has become erroneous because of changed circumstances.
4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower-tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this Certification, have the meanings set out in the Definitions and Coverages sections of regulations implementing Executive Order 12549. You may contact CAPCOG for assistance in obtaining a copy of those regulations.
5. The Contractor or Subcontractor agrees not to knowingly enter into any lower-tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participating in this contract, unless authorized by the department or agency with which this transaction originated.
6. The Contractor or Subcontractor also agrees to include this Certification without modification in all lower-tier covered transactions and solicitations for lower-tier covered transactions.
7. The Contractor or Subcontractor may rely upon the certification of a prospective participant in a lower-tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. The Contractor or Subcontractor may decide the method and frequency by which it determines the eligibility of its principals. The Contractor or Subcontractor may, but is not required to, check the Nonprocurement List.
8. Paragraph 7 does not require establishment of a system of records in order to render in good faith the required Certification. The knowledge and information of the Contractor

or Subcontractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5, if the Contractor or Subcontractor knowingly enters into a lower-tier covered transaction with a person who is debarred, suspended, ineligible, or voluntarily excluded from participating in this contract, in addition to other remedies available to the federal government, the department or agency with which this transaction originated may pursue any available remedies, including suspension and/or debarment.

Certification

The Contractor or Subcontractor certifies, by participating in this contract, that neither it nor any of its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract by any federal department or agency.

If the Contractor or Subcontractor is unable to certify to any of the statements in this Certification, the Contractor or Subcontractor shall furnish CAPCOG a written explanation of its inability.

Elite Research, LLC

Contractor or Subcontractor

By

 _____

Rene Paulson, President

Name and Title

Date 2/6/26

CERTIFICATION REGARDING LOBBYING

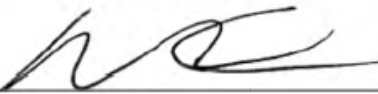
Certification for Contracts, Grants, Loans and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

- No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a member of Congress, an officer or employee of Congress, or an employee or a member of Congress in connection with the award of any federal contract, the making of any federal grant or loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
- If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit to CAPCOG Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- The undersigned shall require that this Certification be included in all subcontracts under this contract, and that all subcontractors sign and submit to CAPCOG the Certification.

Elite Research, LLC

Contractor or Subcontractor

By  _____

Rene Paulson, President

Name and Title

Date 2/6/26 _____

PROHIBITION ON CONTRACTS WITH COMPANIES BOYCOTTING ISRAEL

Texas Local Government Code Section 1. Subtitle F, Title 10, Government Code, Chapter 2270 states that a governmental entity may not enter into a contract with a company for goods or services unless the contract contains a written verification from the company that it:

- 1) does not boycott Israel; and
- 2) will not boycott Israel during the term of the contract

Pursuant to Section 2270.001, Texas Government Code:

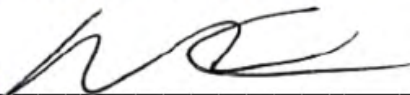
- “Boycott Israel” means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes; and
- “Company” means a for-profit sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or any limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate of those entities or business associations that exist to make a profit.

I, (authorized official) Rene Paulson, do hereby depose and verify the truthfulness and accuracy of the contents of the statements submitted on this certification under the provisions of Subtitle F, Title 10, Government Code Chapter 2270 and that the company named below:

- 1) does not boycott Israel currently; and
- 2) will not boycott Israel during the term of the contract; and
- 3) is not currently listed on the State of Texas Comptroller’s Companies that Boycott Israel List located at <https://comptroller.texas.gov/purchasing/publications/divestment.php>

Elite Research, LLC

Contractor or Subcontractor

By 

Rene Paulson, President

Name and Title

Date 2/6/26

CONFLICT OF INTEREST QUESTIONNAIRE


CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity		FORM CIQ
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session. This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	OFFICE USE ONLY Date Received	
1 Name of vendor who has a business relationship with local governmental entity. <div style="text-align: center; font-size: 1.2em;">N/A</div>		
2 <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)		
3 Name of local government officer about whom the information in this section is being disclosed. <div style="text-align: center; border-bottom: 1px solid black; width: 30%; margin: 0 auto 10px auto;"> _____ Name of Officer </div> <p>This section (item 3 including subparts A, B, C, & D) must be completed for each officer with whom the vendor has an employment or other business relationship as defined by Section 176.001(1-a), Local Government Code. Attach additional pages to this Form CIQ as necessary.</p> <p>A. Is the local government officer named in this section receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer named in this section AND the taxable income is not received from the local governmental entity?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>C. Is the filer of this questionnaire employed by a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>D. Describe each employment or business and family relationship with the local government officer named in this section.</p>		
4 <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <div style="font-size: 1.2em; margin-bottom: 5px;">N/A</div> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="font-size: 0.8em;">Signature of vendor doing business with the governmental entity</div> </div> <div style="text-align: center;"> <div style="font-size: 1.2em; margin-bottom: 5px;">N/A</div> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="font-size: 0.8em;">Date</div> </div> </div>		

Adopted 8/7/2015

Certificate Of Interested Parties – Form 1295

CERTIFICATE OF INTERESTED PARTIES		FORM 1295																							
		1 of 1																							
Complete Nos. 1 - 4 and 6 if there are interested parties. Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.		OFFICE USE ONLY																							
1 Name of business entity filing form, and the city, state and country of the business entity's place of business. Elite Research, LLC Irving , TX United States		Certificate Number: 2026-1417633																							
2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed. Capital Area Council of Governments		Date Filed: 02/06/2026																							
3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract. AGING SERVICES DIVISION GRANT Grant writing services		Date Acknowledged:																							
4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)																						
	Elite Research, LLC	Irving, TX United States	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; padding: 2px;">Controlling</th> <th style="width: 50%; padding: 2px;">Intermediary</th> </tr> </thead> <tbody> <tr> <td style="text-align: center; padding: 2px;">X</td> <td></td> </tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>	Controlling	Intermediary	X																			
Controlling	Intermediary																								
X																									
5 Check only if there is NO Interested Party. <input type="checkbox"/>																									
6 UNSWORN DECLARATION My name is _____ and my date of birth is _____. My address is _____, _____, _____, _____, _____. (city) (state) (zip code) (country) I declare under penalty of perjury that the foregoing is true and correct. Executed in _____ County, State of _____, on the ____ day of _____, 20____. (month) (year) <div style="text-align: center; margin-top: 20px;"> _____ Signature of authorized agent of contracting business entity (Declarant) </div>																									

Attachment B: Company Certifications



hereby grants

National Women's Business Enterprise Certification


to

Elite Research, LLC


who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

WBENC National WBE Certification was processed and validated by Women's Business Council - Southwest, a WBENC Regional Partner Organization.













Certification Granted: July 11, 2017
Expiration Date: July 11, 2026
WBENC National Certification Number: WBE1701303




Authorized by Bliss Coulter, President & CEO
Women's Business Center



NAICS: 541690, 518210, 541720, 541990
UNSPSC: 80141500, 80141506, 80141507, 81111704, 81111806, 81112000, 81112002, 84121705



HEREBY GRANTS
WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO


Elite Research, LLC

The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at www.sba.gov/wosb.

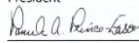
The WOSB Certification expires on the date herein unless there is a change to the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.

Majority Female Owner: René Paulson
NAICS: 541690, 518210, 541720, 541990 UNSPSC: 80141500, 80141506, 80141507, 81111704, 81111806, 81112000, 81112002, 84121705
Certification Number: WOSB181130
Renewal Date: July 11, 2026
WOSB Regulation Expiration Date: 7/11/2026

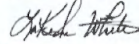




Bliss Coulter, Women's Business Center
President



Pamela Prince-Easton, WBENC President & CEO



LaKesha White, Sr. Vice President, Certification

Attachment C: Team Profiles

Rene Paulson

Mindy Chandler

Chelsea Leonard

Gabrielle Lynch

Jodi Woodside

Eileen Flaig



RENÉ PAULSON

President and Senior Statistician
rpaulson@eliteresearch.com
(972) 538-1374

BIOGRAPHY

Dr. Rene Paulson is the Founder, President, and Senior Statistician of Elite Research and Founder of Divergent Web Solutions. Her main goal in the development of both companies was to provide scientific and technical support to institutions seeking collaborative expertise across academic business functions including research and evaluation, program design, marketing and advertising, informational systems and technologies, operations and strategic planning, and finance. With a doctorate and master's in experimental psychology from Texas Christian University, her personal research has been dedicated to attitude and behavioral change in relation to minority groups and women in STEM. Dr. Paulson has led the inception, strategic planning, implementation and staffing of the first research design and analysis center in Texas State institutions. She has sat on the boards for strategic planning, quality enhancement and improvement, and advancement and opportunity for various academic entities. She is exceptional at the evaluative process and hold a Six Sigma Black Belt in optimization. Her psychological background is a foundation for the way that she leads teams and motivates and propels her staff and colleagues. She has published her work in optimization, change management, research design, and evaluation for over 20 years.

EDUCATION

Ph.D. Honorary, Community Leadership, Franklin University, 2015
Ph.D. Experimental Psychology, Texas Christian University, 2004
M.S. Experimental Psychology, Texas Christian University, 2001
B.S. Psychology, Ohio University, 1999

EXPERTISE

- Creativity in reviewing external and internal factors that are the bases for current or future strategies
- In-depth knowledge of performance measurement and corrective action
- Managing complex research projects and working with diverse internal and external teams to achieve project aims within a specified timeline
- Designing effective research and evaluation strategies
- High performer capable of leading exceptional team under tough deadlines to meet key deliverables and expectations
- Translating large amounts of data into succinct reports with evidence-based actionable items
- In-depth knowledge of rigorous research methods that align with unique needs of each project
- Creating tools and solutions for process optimization and presentation
- Multi-tasker, with strong organization ability; planning, project, and people management

RELEVANT EXPERIENCE

Elite Research, LLC

- Direct team of consultants
- Research design and statistics
- Clinical protocols & program evaluations

- Evaluation of institutional and organizational effectiveness
- Factors for strategic development and implementation
- Optimization of data file management
- Training and capacity building
- Verification of statistical approaches
- Analyze data, manuscript preparation for grants, industry, and individual research
- Small and large group training seminars
- Organization-wide consulting

Divergent Web Solutions

- Direct technical teams from project inception to maintenance
- Develop long and short-term strategies for growth
- Develop and manage budgets for marketing, operations, and technology
- Recruit, manage, and develop personnel to support business growth
- Develop a culture of success and employee satisfaction
- Directs solutions to functional and technical problems
- Directs the work of project staff that design, develop, and test programs and information systems

RELEVANT PROJECT SUMMARIES

- **Texas Woman’s University.** Lead multi-disciplinary teams to secure two **National Science Foundation** grants: 1) *Scholarships in Science, Technology, Engineering, and Mathematics Program (S-STEM)* and 2) *Improving Undergraduate STEM Education: Hispanic-Serving Institutions (HSI Program)*. Within the same span, we helped TWU receive four major grants through the **Department of Education**: 1) *a Developing Hispanic-Serving Institutions (Title V) grant*, 2) *a Child Care Access Means Parents in School (CCAMPIS) program*, and 3 & 4) two *TRIO Student Support Services Program* grants. We worked with faculty to secure several National Institute of Health R15, R21, and R01 grants within the same years.
- **Cal Poly Humboldt Caminar Juntos Project.** Provided lead grant writing and project development support for a successful \$2.8 million U.S. Department of Education DHSI award for the Caminar Juntos initiative, focused on improving retention, graduation, and transfer success for Hispanic, low-income, and underserved students through expanded student supports, culturally responsive faculty and staff development, and an enhanced summer bridge program. Services included primary proposal writing, operational planning, and development of aligned logic models and evaluation plans tied to sponsor requirements and institutional strategy. Ongoing support includes project evaluation, performance analysis, and team capacity building.
- **Horizon Health.** Support the client with job description and salary structure for current and future staff of their Health Informatics team focused on research, statistics, and database management. Due to the unique nature of the type of staff employed on this team, a new designation of structured descriptions of job tasks and skills need to be defined to better attract and retain appropriate applicants. Allocating the current and future staff into a customized matrix of skill base will allow assessment of needs and training priorities for the overall team.
- **Fairbanks, LLC.** Compared two sample methodology results, random and segmented to show the impact on Medicaid services and state level school services reimbursements as well as reviewed historical data from at least two quarters and other background information regarding parameters, sampling information, and typical data patterns. Dr. Paulson also prepared a simulated data set, conduct simulation analysis for each method, compare the results, and create a justification report including the results, appropriate theory and references justifying the recommended current sampling approach.

- **Teacher Retirement System of Texas.** As part of their service evaluation, TRS contracted ER in early 2020 for their annual Membership Satisfaction Survey. This survey reviews member engagement of health, social, and economic variables, and products. Dr. Paulson supplied the data management, analysis, graph and chart creation, report, facilitated stakeholder meetings and board presentations. She also developed customized survey instruments with online and CATI data collection, visualization, as well as process optimization for multiple years.
- **University of Florida.** Support the client with preparing a strategy to submit to Department of Education's Office of English Language Acquisition program entitled, National Professional Development. Dr. Paulson assisted with the statistical design of the study, finalize the program logic model, and create an appropriate evaluation plan to meet funding requirements.
- **Community Impact.** Assisted in documenting the prevalence of interpersonal violence and PTSD among income-assisted men and women living in priority and nonpriority neighborhoods of Toronto and testing the validity of a model that highlights the process by which neighborhood status and gender intersect to influence violence exposure, resource availability/accessibility, and development/persistence of PTSD, as well as to identify the foundation factors and root causes for sustainable change at various points in the community system.
- **Health and Education Alliance of Louisiana.** Provided routine training and capacity building to the HEAL team and their community partners, as well as developed logic models, evaluation plans, provided analysis, and evaluated whether HEAL programs are having a significant effect on student outcomes in these schools over a three-year time period. This project was conducted in conjunction with the program implementation team to provide reporting for the HEAL organization's NOLA project effectiveness and development of CQI based on data informed decisions, as well as build tools for long-term analysis structure, coding, data preparation and other processes. The results of this 3-year assessment and capacity building significantly increased the funding and reach to the program, eventually resulting in standard screening practices in the NOLA school system.
- **Racial Equity Group.** Works with REG on collective efforts for clients in assessments to inform leadership of employee competency levels, data collection gaps, and opportunities to modify policies and practices to advance equity and become equity focused institutions. In this work, Dr. Paulson provides analytical support of the data (both primary and secondary) for action planning and implementation of change guidelines on DEI practices and policies to assess organizational pipeline, including development of performance indicators. Dr. Paulson conducts the sampling frame, survey tool setup, dissemination of link to respondents, data collection, performance analysis, and reporting/implementation. This helps to inform modifications and suggested opportunities to both current and future strategy for impact.
- **United Religions Initiative.** Conduct mixed methods impact assessment to explore the purpose of its interfaith cooperation model (Cooperation Circles), to understand if it is effective, relevant, impactful, and sustainable, and whether it is successfully adapting to the changing contexts and needs of its members. The impact assessment and capacity building will play a critical role in making data-informed decisions regarding planning, resources, challenges and gaps, goals, and future activity prioritization.
- **Lurie Children's Hospital.** A multicenter study needs processed, uniform communication, and collaboration to create standard procedures to track goals/milestones, training and recruitment, to manage site communications and resource alignment. Dr. Paulson supports Lurie Children's Hospital as an extension of their administrative team, focusing on system development of a 33-site study in administrative support in managing sites: communications, invoicing and payments for subcontracts, tracking training, trial participant recruitment and timelines.

TECHNICAL CAPABILITIES/CERTIFICATIONS

Research Skills: Evaluation Design, Data Collection Procedures, Publication and Report Dissemination, Presentation of Findings, Interviewing Skills, Focus Group Moderation Experience, Qualitative Coding and Theme Building Analysis, Statistical Analysis, Data Processing, Data Visualization, Machine Learning (Regression, Classification, Clustering), Deep Learning (CNN, RNN), Time Series Forecasting

Statistical Skills: Bivariate Statistics (crosstabs, t-tests, correlations, ANOVA, and MANOVA), Multivariate Statistics (linear, logistic, ordinal, multinomial, Poisson, Negative binomial, Probit, Tobit, and GLM), Time Series Forecasting, Hierarchical Linear Modelling (HLM), Structural Equation Modelling (SEM), Factor Analysis, Power Analysis, Missing Replacement Techniques, Bayesian Techniques

Software Proficiencies: MS Office Suite, Six Sigma, Trello, Java 8, Adobe Suite, Prezi, Oracle, Google Suite, Web Browsers, Photoshop, FileZilla, Notepad++, Dropbox, R/RStudio, SPSS, MySQL, Microsoft SQL Server, Microsoft Access, Google Ads & Analytics, Moz, Google Keyword Planner, Social Media Platforms

PROFESSIONAL AFFILIATIONS

Council on Foundations

National Association of State Procurement Officials

National Council of Nonprofits

Women's National Business Council



ARMINDA CHANDLER

Research & Evaluation Consultant
achandler@eliteresearch.com
(972) 538-1374

BIOGRAPHY

Arminda (Mindy) Chandler is a Research & Evaluation Consultant for Elite Research where she directs evaluation efforts for domestic and international programs. She has extensive experience working with clients' varying evaluation and data collection needs, and brings successful grant funding experience from foundation, state, and federal levels. With her master's in Education and Human Development from George Washington University, Mindy brings culturally-competent expertise in nonprofit program design, evaluation, and project management to help a strengthened strategic planning process. She works with leaders, researchers, and practitioners in the nonprofit and philanthropic world to design strong long-term designs through the development of theories of change and logic models, and then identifying appropriate outcomes, indicators, and measures. Having served as a third party evaluator for federal grants, she has proven to have an eye for detail, to ask insightful questions, discern key lessons, make valuable recommendations, and have the ability to deliver on key deliverables.

EDUCATION

M.A. Education & Human Development, George Washington University, 2004
B.S. Human Environmental Science, Oklahoma State University, 2002

EXPERTISE

- Lead high performing teams under tough deadlines to meet expectations of client/program
- Multi-tasker, with strong organization ability, planning and project management
- Federal, state, and foundation grant development
- Logic model development and tying it to planning and evaluation
- International data collection
- Instrument development and methodological protocols
- In-depth knowledge of social media marketing platforms

RELEVANT EXPERIENCE

Elite Research, LLC

- Survey and instrumentation creation or modification
- Online survey data collection
- Analyze data for grants, industry, and individual research
- Small and large group training seminars
- Manuscript and grant preparation
- Program and grant evaluations
- Consult on research design and evaluation for nonprofits

RELEVANT PROJECT EXAMPLES

- **Harris County. Precinct 2.** Serves as a lead for Harris County Precinct 2, delivering end-to-end grant development services in collaboration with executive leadership. Responsibilities included conducting a comprehensive funding needs analysis, identifying and vetting federal, state,

foundation, and local grant opportunities, and developing complete proposal packages with needs statements, logic models, evaluation plans, budgets, and required attachments, while managing submissions to target funders. Provided recurring and ad hoc prospecting and status reports to support strategic alignment, stakeholder engagement, and long-term grant readiness.

- **Mississippi Department of Human Services** Provided grant consulting services to the Mississippi Department of Human Services in support of a state and community grant program proposal submitted to HHS. Our team collaborated closely with agency staff to develop core proposal components, including the project narrative, logic model, and evaluation plan, and delivered comprehensive technical editing and content refinement within a three-week development timeline. As part of the engagement, we also conducted targeted demographic and population data extraction and analysis using U.S. Census Bureau county-level datasets to inform needs assessment and proposal justification..
- **Harris County Youth Justice.** This evaluation measured the success of the fund model to increase community-based support for youth at risk or involved with juvenile justice. Led the evaluation that focused on Change Happen's ability to meet its objectives of increasing community-based support for youth at risk or involved in the juvenile justice system. The evaluation also studied the effectiveness of sub-grantee program delivery. Evaluated programs targeting vulnerable populations. Evaluated program design and implementation, while helping establish metrics of youth well-being and developing logic models to develop data driven outcomes.
- **Harris County Uplift.** Aided in the conduct a comprehensive evaluation for the Guaranteed Income Pilot (GIP) program that aimed to address economic inequality and insecurity for low-income households most affected by the pandemic, which would help HC will have the ability to determine the causal impact monthly cash assistance can have on low-income families . Mixed-method approach to assess and finalize the comprehensive evaluation for the GIP. Designing qualitative measures, determine RCT samples, Logic model development, deliverable milestones and evaluation plan development, qualitative interviews, data reviews, timelines and reporting coordination.
- **Texas Woman's University.** Developed the program logic models, help design the programs, build out appropriate outcomes and evaluations, data governance, data gathering, conduct external evaluation, and provide technical assistance to TWU-awarded grants to help close the nation's STEM skills gap and increase the number in, and diversity of, the talent pipeline through innovative and collaborative inter- and intra- institutional efforts using a multi-intervention approach to increase retention and graduation in STEM majors.

TECHNICAL CAPABILITIES/CERTIFICATIONS

Research Skills: Evaluation Design, Data Collection Procedures, Publication and Report Dissemination, Presentation of Findings, Interviewing Skills, Focus Group Moderation Experience, Qualitative Coding, Theme Building Analysis

Software Proficiencies: MS Office Suite, Dropbox, Trello, Microsoft Excel, Grant Master

PROFESSIONAL AFFILIATIONS

American Evaluation Association
Grantmakers in Health



CHELSEA LEONARD

Project Manager
cleonard@eliteresearch.com
(972) 538-1374

BIOGRAPHY

Chelsea Leonard brings expertise in qualitative research, project management, optimization, procurement/vendor evaluation, and communications. She has held roles within the organization in business optimization and program management. She often is tasked with designing systems and processes for increased impact, efficiency, quality improvement and cost reduction. As Chelsea holds a master's in Social Justice and Human Rights from Arizona State University, she continues to be passionate about utilizing social science research methods to provide broad solutions to communities. Chelsea also specializes in creating structured approaches that ensure clarity, compliance, and fairness throughout the procurement process.

EDUCATION

M.A. Social Justice and Human Rights, Arizona State University, 2023
B.S. Integrative Studies, University of North Texas, 2019
A.A. General Studies, Associates of Arts, San Jacinto College, 2016

EXPERTISE

- End-to-end qualitative study logistics management
- Project timeline and milestone tracking
- Workflow optimization and process improvement
- Communication with internal and external partners
- Creating tools and solutions for visual presentation
- Procurement processes
- Mixed methods data collection
- Proposal development
- Creativity and forethought in complex project issues

RELEVANT EXPERIENCE

Elite Research, LLC

- Focus group moderation, coordination, record keeping
- Structuring interviews and reports
- Vendor Evaluation and Procurement Services
- Organizing and managing schedules for staff, managers, and leadership
- Creating reports for managers and leadership
- Attend meetings and create notes and messages

RELEVANT PROJECT EXAMPLES

- **Mississippi Department of Human Services** Provided grant consulting services to the Mississippi Department of Human Services in support of a state and community grant program proposal submitted to HHS. Our team collaborated closely with agency staff to develop core proposal

components, including the project narrative, logic model, and evaluation plan, and delivered comprehensive technical editing and content refinement within a three-week development timeline. As part of the engagement, we also conducted targeted demographic and population data extraction and analysis using U.S. Census Bureau county-level datasets to inform needs assessment and proposal justification..

- **Harris County Youth Justice.** This evaluation measured the success of the fund model to increase community-based support for youth at risk or involved with juvenile justice. Led the evaluation that focused on Change Happen's ability to meet its objectives of increasing community-based support for youth at risk or involved in the juvenile justice system. The evaluation also studied the effectiveness of sub-grantee program delivery. Evaluated programs targeting vulnerable populations. Evaluated program design and implementation, while helping establish metrics of youth well-being and developing logic models to develop data driven outcomes.
- **Harris County Uplift.** Aided in the conduct a comprehensive evaluation for the Guaranteed Income Pilot (GIP) program that aimed to address economic inequality and insecurity for low-income households most affected by the pandemic, which would help HC will have the ability to determine the causal impact monthly cash assistance can have on low-income families . Mixed-method approach to assess and finalize the comprehensive evaluation for the GIP. Designing qualitative measures, determine RCT samples, Logic model development, deliverable milestones and evaluation plan development, qualitative interviews, data reviews, timelines and reporting coordination.
- **Harris County Embrace Hope.** Helped develop a program evaluation plan to monitor grant deliverables and short- and long-term outcomes for HCPH. The effort used four CDC strategies to achieve health equity in disproportionately impacted communities. Strategy 1 prioritizes expanding contact tracing and case investigations in underserved neighborhoods, as well as training a representative and equitable workforce. Strategy 2 prioritizes collecting and automating data for disease surveillance, as well as conducting disparity studies to support COVID-19 response decisions and long-term health implications associated to social determinants. She helped develop logic models and identified metrics and tools relevant to data evaluation. Qualitative and Quantitative data collection and building evaluation report.
- **Parkland Center for Clinical Innovation.** Conducted an evaluation of a funded program that seeks to address social determinants of health for vulnerable populations in north Texas to develop a meaningful understanding of the experiences of individuals who have interacted with the program, including patients, social workers, and program staff members using mixed methods. Ms. Chandler designed the qualitative methodology, and all qualitative data collection instruments, while incorporating client feedback. Qualitative results were integrated with quantitative results collected by the organization to provide a better understanding of the research objective. A detailed report that provided an in-depth understanding of the experiences of participants was created at the end of the 8-week project.

TECHNICAL CAPABILITIES/CERTIFICATIONS

Software Proficiencies: SPSS, ATLAS.ti, Symphony, NVivo, MAXQDA, Dedoose, HTML, QuestBack, SurveyMonkey, Qualtrics, Panopto, Canvas, Trello, MS Office Suite, Windows, Joomla!, QuickBooks, Dropbox, Basecamp

PROFESSIONAL AFFILIATIONS

Qualitative Research Consultants Association
Society for Research Administration International (SRAI)



GABRIELLE LYNCH

Research Associate
glynch@eliteresearch.com
(972) 538-1374

BIOGRAPHY

Gabrielle Lynch is a Research Associate and Applied Linguistics content expert with Elite Research. She works primarily with qualitative research projects, including document review, coding, content analysis, and more. Gabrielle assists with proposal writing, including content research and generation. While working towards her doctorate in educational psychology from Walden University, she has gained experience in survey design, instrumentation, on-site data collection and analysis, research with at-risk populations, and research design. With her years in the editorial and publication business as well as her master's in Curriculum and Instruction from the University of Kansas and master's in Applied Linguistics from the University of Massachusetts, Gabrielle has extensive experience in the dissertation and academic research publishing process, guiding students and writers through research generation, writing, and submission for publication.

EDUCATION

Ph.D. Educational Psychology, Walden University, Expected 2024
M.S.E Curriculum and Instruction, University of Kansas, 2019
M.A. Applied Linguistics, University of Massachusetts, 2018
B.A. Linguistics and English, University of Michigan, 2022

EXPERTISE

- Research Writing/Instruction
- Distance Learning Instruction
- ESL/ELL, Applied Linguistics, and Dissertation/Thesis Writing
- Publication Editing & Writing Styles of APA 6th-7th, MLA 8, CMOS-17, Harvard, AMA, Vancouver, CVs

RELEVANT EXPERIENCE

Elite Research, LLC

- Education and applied linguistics content expertise
- Survey design, instrumentation, and on-site data collection and analysis
- Research with at-risk populations
- Research design

RELEVANT PROJECT SUMMARIES

- Served in an independent consulting capacity with the University of Texas at Arlington (UTA) to support development of a P30 Center proposal, including creation of a comprehensive center-level logic model and translation of its framework into a corresponding evaluation plan. Responsibilities included writing and editing primary proposal sections to ensure a consistent collective voice, alignment across components, and full adherence to sponsor formatting and submission requirements. Additionally, provided grant consulting support to UTA Nursing on a State of Texas GEER II innovation grant proposal focused on addressing nursing workforce shortages. Services

included development of core proposal narratives, preparation of primary grant components, and design of the project logic model and evaluation plan, along with technical editing, formatting, and compliance review to meet all application guidelines.

- Various projects in collaboration with the Racial Equity Group to provide a full framework to states and municipalities on the Assessment of Diversity, Equity, and Inclusion leadership pipeline. The assessment informs leadership of employee competency levels, data collection gaps, and opportunities to modify policies and practices to advance equity and become equity focused institutions. Training material is provided to leadership for implementation and operationalization. Examples of project clients include:
 - The Racial Equity Group, with data collection, analysis, and visualization services from Elite Research, conducted a diversity equity assessment to help ***Kenosha County, Wisconsin***, cultivate an environment inside all departments, where staff and stakeholders experience genuine respect, fairness, inclusion, and dignity.
 - The Racial Equity Group, with data collection, analysis, and visualization services from Elite Research, designed and delivered monthly diversity, equity, and inclusion (DEI) leadership training with varying levels of participants – all city staff, supervisory staff, and elected officials of the ***Town of Windsor, Connecticut***. Included in these trainings were customized workbooks and reference materials given to each participant.
 - The Racial Equity Group, with data collection, analysis and visualization services for Elite research, is providing Racial Equity, Diversity, and Inclusion services for the ***Massachusetts Health Connector***'s workforce in an assessment regarding issues of racial equity as it may relate to the Health Connector's policy and program responsibilities and interests as the state's health insurance marketplace

TECHNICAL CAPABILITIES/CERTIFICATIONS

Software Proficiencies: Office 365 Suite, Prezi, Genially, VoiceThread, Canvas, Website/Graphic Design



JODI WOODSIDE

Director of Operations & Development
Systems Manager

jwoodside@eliteresearch.com

info@divergentwebsolutions.com

(972) 538-1374

BIOGRAPHY

Jodi Woodside is the Director of Development and Operations for Elite Research where she directs daily operations for the consulting team with solution focused functional and technical problems, including the Divergent Web Solutions team. She has held roles within the organization and others in business optimization and program management. Additionally, she brings expertise in prospecting and RFX assessment, compliance, optimization, contracts and confidentiality, communications, and logistical support. Because of her degree in Business Administration, Management Information Systems from Southern New Hampshire University, she is often tasked with designing systems and processes for increased impact, efficiency, quality improvement and cost reduction. She has held C-suite positions with top level executives where she coordinated large-scale events, managed policies/procedures, held confidentiality, and coordinated staff communications and logistics. She also supported Texas Woman's University in their data system management of their strategic initiative for faculty promotion and presentation, managing the three campus' faculty activities into an online display system that has shown to increase faculty collaboration, student interaction, and enrollment.

EDUCATION

B.A. Business Administration, Management Information Systems, Southern New Hampshire University, 2022

A.S. Associates of Science, Dallas County Community College, 2020

EXPERTISE

- Capable of leading high performing teams under tough deadlines to meet expectations of client/program needs
- Formalizing visions and reflecting them to a result of report, advertisement, or webpage
- Creating tools and solutions for visual presentation
- RFX assessment
- Creativity and forethought in solving complex project issues
- Multi-tasker, with strong organization ability, planning and project management
- In-depth knowledge of social media marketing platforms

RELEVANT EXPERIENCE

Elite Research, LLC

- Planning and strategize projects, systems analysis and troubleshooting, forecasting, results tracking
- Alignment of organizational mission with daily operations
- Liaison between management, clients, and personnel
- Executive and company initiative training
- Contracts and confidentiality
- Logistical support

Divergent Web Solutions

- Lead development, maintenance, and redesign efforts of various sites for responsiveness, functionality, and visual presentation models in CMS systems, such as Joomla!, WordPress and Wix.
- Coordinating hosts, developers and stakeholders.
- Collaborated with team and developer to build user personas, strategy boards, site maps, wireframes, graphics, and content. Chaired meetings.
- Enhanced proposals with changes for site architecture, navigation, functionality, and user development.
- Developed process items for online marketing consultations outside of website development and maintenance. Expanding the client reach.

RELEVANT PROJECT SUMMARIES

- **Harris County. Precinct 2.** Serves as a lead for Harris County Precinct 2, delivering end-to-end grant development services in collaboration with executive leadership. Responsibilities included conducting a comprehensive funding needs analysis, identifying and vetting federal, state, foundation, and local grant opportunities, and developing complete proposal packages with needs statements, logic models, evaluation plans, budgets, and required attachments, while managing submissions to target funders. Provided recurring and ad hoc prospecting and status reports to support strategic alignment, stakeholder engagement, and long-term grant readiness.
- **Lurie Children’s Hospital.** 2021 through current in awarded engagements supporting Lurie Children’s Hospital with preparation and submission of three U01 proposals. Led coordination and submission readiness efforts, including development of investigator brochures, protocol and evaluation measure review, and preparation of complete IND packages. Functioned as a strategic grant and regulatory consulting partner, conducting detailed gap analyses of submission components, aligning materials with sponsor requirements, and guiding cross-team coordination to strengthen overall package quality and compliance.

TECHNICAL CAPABILITIES/CERTIFICATIONS

Software Proficiencies: MS Project, Windows, MS Office Suite, Joomla!, Wordpress, Wix, Quickbooks, Dropbox, Basecamp, Trello, PhotoShop, HTML, CSS, Google Ads Search, Google Ads Display, Google Ads Video, Shopping Ads, Google Ads Apps, and Google Ads Measurement, Certified Technical Program Manager, Digital Dexterity, Agile Project Management

PROFESSIONAL AFFILIATIONS

American Marketing Association, The American Society of Administrative Professionals, National Center for Faculty Development and Diversity

National Grant Management Association (NGMA)



Eileen Flaig

Director Human Resources & Operations
Senior Editor & Technical Writer
epflaig@eliteresearch.com
(972) 538-1374

BIOGRAPHY

Eileen has worked for Elite Research for over 20 years, many of those in the Editing Department as Senior Editor. Eileen has worked on numerous proposals and grants for Elite Research and its clients by providing support with formatting (to match guidelines and requirements) as well as providing detailed grammar edits to ensure a clean final document is ready for submission. Eileen's support and expertise aid in Elite Research's role in evaluation and research.

Eileen has worked in both business and academic settings and has a proven eye for detail. On the business side, she has worked closely with colleagues on procurement services, particularly compliance, and assists with process design. Additionally, internally, Eileen oversees the billing department as well as the payroll and benefits department. She guides and trains the staff to ensure policies and procedures are followed and day-to-day operations run smoothly.

EDUCATION

M.A. Spanish and Pedagogy, University of Delaware, 2000
B.A. Spanish Literature, University of Maryland, 1998

EXPERTISE

- Capable of leading high performing teams under tough deadlines to meet expectations of client/program needs; independent task completion and time-management
- Managing employee relations & serves as a liaison between employees and management
- Accounts (invoicing/payments/contracts/quickbooks/customer relations)
- Editing (formatting and grammar)
- Procurement services, particularly compliance, and assists with process design
- Develop and Administer training and learning materials to staff
- Highly proficient in oral and written communication

RELEVANT EXPERIENCE

Elite Research, LLC

- Content, format, and grammatical editing of dissertations, proposals, and grants
- Serves as part of the organization's leadership team and contributes to the development and execution of strategic planning and decisions
- Oversees billing and payroll, management of timelines, resources, and budgets

RELEVANT PROJECT SUMMARIES

- **Heal Nola.** Provided grant writing and project development support for the HEAL-NOLA initiative, a large-scale health and education program serving approximately 25,000 students across 20 schools in the New Orleans metropolitan area through coordinated screenings and wellness services delivered with more than 30 community and clinical partners. Services included strategic and operational planning, development of logic models and evaluation plans aligned with

organizational strategy, and preparation of grant and program documentation to support funding and implementation. Ongoing consulting included training and capacity building for project and partner teams, as well as outcomes analysis demonstrating program impact and supporting expanded funding and adoption of standard screening practices across the school system.

- **Compassion International.** In need of a sizeable number of translations, Compassion International sought out Elite Research for guidance. Developed a plan to organize 1300+ translations for over 128 countries. While also organizing, planning, and implementing quick and effective team deliverables.
- **Department of Education** WIOA programs for TWU to secure program funding and provide evaluation: 1) *Teacher Education Assistance for College and Higher Education (TEACH)* program, 2) *Project PIONERAS: Professional Improvement through Optimization of Native-language Education and the Realization of Academic/familial Symbiosis* and 3) *ELLevate! English Language Learner Educators Vested in the Advancement of Teaching Excellence*.

TECHNICAL CAPABILITIES/CERTIFICATIONS

Software Proficiencies: MS Office Suite, Quickbooks, Dropbox, Trello

PROFESSIONAL AFFILIATIONS

Grant Professionals Association (GPA)

National Council of Nonprofits

EXECUTIVE COMMITTEE MEETING

MEETING DATE: March 11, 2026

AGENDA ITEM: No. 9, Consider a Resolution Authorizing Submittal of an Application to FY 2027 UASI Program for a Common Operating Picture Data Project

GENERAL DESCRIPTION OF ITEM:

Our Regional Notification System (RNS) that powers Warn Central Texas is managed by Everbridge. Everbridge has new technology that integrates open-source data, curated data, and Geographic Information Systems (GIS) locations for regional public safety agency awareness. This add-on will provide stakeholders with timely, focused information about their jurisdiction or areas impacting the region. Identified data streams feed directly through Everbridge notifications (sent to public safety officials) automatically. A GIS map will display all the Common Operating Picture issues on a city, county, or regional level.

The Urban Area Security Initiative (UASI) grant program, which has not been previously addressed by the Executive Committee, is run by the Office of the Governor with a funding pool separate from the State Homeland Security Program (SHSP).

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to a previously discussed item
- Special item requested by board member
- Other

PRIMARY CONTACT/STAFF MEMBER: **Martin Ritchey, Director of Homeland Security**

BUDGETARY IMPACT:

Total estimated cost: \$155,000

Source of Funds: Federal Homeland Security Grant Program – Urban Area Security Initiative

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? _____

PROCUREMENT: N/A

ACTION REQUESTED:

Consider adopting a resolution authorizing an application submittal I to the FY 2027 UASI program for a Common Operating Picture Data Project

BACK-UP DOCUMENTS ATTACHED:

1. HS FY 2027 UASI Common Operating Picture Data Project Grant Resolution

BACK-UP DOCUMENTS NOT ATTACHED (to be sent prior to meeting or will be a handout at the meeting):

N/A



**A RESOLUTION AUTHORIZING SUBMITTAL OF THE FY 2027 URBAN AREA SECURITY INITIATIVE
COMMON OPERATING PICTURE DATA PROJECT BY THE CAPITAL AREA COUNCIL OF
GOVERNMENTS**

WHEREAS, the Executive Committee of the Capital Area Council of Governments (CAPCOG) finds it in the best interest of the jurisdictions of the CAPCOG Region that the Regional Common Operating Picture Data Project be operated for the FY 2027 grant year; and

WHEREAS, the Executive Committee of the Capital Area Council of Governments agrees to provide any applicable matching funds for the said project as required by the UASI grant application; and

WHEREAS, CAPCOG historically has been awarded federal funds to carry out projects and activities on behalf of the region; and

WHEREAS, the Executive Committee of CAPCOG agrees that in the event of loss or misuse of the UASI Grant Program funds, the Executive Committee assures that the funds will be returned to the Office of the Governor in full; and

WHEREAS, the Executive Committee of CAPCOG designates the CAPCOG Executive Director as the grantee's authorized official, with the authority to apply for, accept, reject, alter or terminate the grant on behalf of the applicant agency; and

WHEREAS, the Executive Committee of CAPCOG designates the CAPCOG Finance Director as the grantee's financial officer. The financial officer is given the power to submit financial and/or programmatic reports or alter a grant on behalf of the applicant agency.

THEREFORE, BE IT RESOLVED that the Executive Committee of the Capital Area Council of Governments approves submission of the CAPCOG FY 2027 Urban Area Security Initiative Common Operating Picture Data Project grant application to the Office of the Governor.

SUBMITTED AND PASSED, Resolution adopted by the Capital Area Council of Governments Executive Committee on this 11th day of March, 2026.

Mayor Doug Weiss, Chair
Executive Committee
Capital Area Council of Governments

Commissioner Clara Beckett, Secretary
Executive Committee
Capital Area Council of Governments

EXECUTIVE COMMITTEE MEETING

MEETING DATE: March 11, 2026

AGENDA ITEM: No. 10, Consider a Resolution Authorizing the Submittal of Application for the FY 2026 Competitive National Priority Area (NPA) Project CAPCOG

GENERAL DESCRIPTION OF ITEM:

The Department of Homeland Security has identified a single National Priority Area (NPA) Project competitive grant opportunity for FY 2026 funding. This funding will be for projects that have been identified as posing the greatest risk to Texas citizens. The identified investment will be limited to the NPA of Enhancing Election Security and will be competitive across the State of Texas. There will be no funding match required for this project.

One of the Core Capability project objectives listed is migrating online services to the “.gov” internet domain. If awarded, this project will provide CAPCOG with the funding to achieve a migration to the “.gov” internet domain.

This specific grant has not been previously addressed by the Executive Committee. The FY 2026 Competitive National Priority Area grant program is run by the Office of the Governor, and the funding pool is separate from the State Homeland Security Program (SHSP).

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to a previously discussed item
- Special item requested by board member
- Other

PRIMARY CONTACT/STAFF MEMBER: **Martin Ritchey, Director of Homeland Security**

BUDGETARY IMPACT:

Total estimated cost: \$225,000

Source of Funds: Federal State Homeland Security Program–National Priority Area

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? _____

PROCUREMENT: N/A

ACTION REQUESTED:

Consider a resolution authorizing the submittal of an application by CAPCOG to the FY 2026 State Homeland Security Program Competitive National Priority Area

BACK-UP DOCUMENTS ATTACHED:

1. HS FY 2026 SHSP Competitive National Priority Area Application Resolution

BACK-UP DOCUMENTS NOT ATTACHED (to be sent prior to meeting or will be a handout at the meeting): N/A



A RESOLUTION AUTHORIZING THE SUBMITTAL OF THE SHSP FY 2026 COMPETITIVE NATIONAL PRIORITY AREA PROJECT APPLICATION BY THE CAPCOG

WHEREAS, The State Homeland Security Program (SHSP) grant is one of three grant programs that support the Department of Homeland Security and the Federal Emergency Management Agency (FEMA) focus on enhancing the ability of all-levels of government and nonprofit organizations to prevent, prepare for, protect against, and respond to potential terrorist attacks; and,

WHEREAS, the Executive Committee of the Capital Area Council of Governments (CAPCOG) finds it is in the best interest of the jurisdictions of the CAPCOG Region that the FY 2026 SHSP Competitive National Priority Area Application Project application be submitted; and,

WHEREAS, the Grant guidance identifies Councils of Governments as an eligible recipient of these funds; and,

WHEREAS, the Executive Committee of CAPCOG agrees that in the event of loss or misuse of the HSGP funds, the Executive Committee assures that the funds will be returned to the Office of the Governor in full; and

WHEREAS, the Executive Committee of CAPCOG designates the CAPCOG Executive Director as the grantee's authorized official, with the authority to apply for, accept, reject, alter or terminate the grant on behalf of the applicant agency,

WHEREAS, the Executive Committee of CAPCOG designates the CAPCOG Finance Director as the financial officer who is given the authority to submit financial and/or performance reports or alter a grant; and

THEREFORE, BE IT RESOLVED that the Executive Committee of the Capital Area Council of Governments approves submission of the FY 2026 State Homeland Security Program Competitive National Priority Area grant application to the Office of the Governor's Public Safety Office, Homeland Security Grants Division.

Resolution adopted by the Capital Area Council of Governments Executive Committee this 11th day of March, 2026.

Mayor Doug Weiss, Chair
Executive Committee
Capital Area Council of Governments

Commissioner Clara Beckett, Secretary
Executive Committee
Capital Area Council of Governments

EXECUTIVE COMMITTEE MEETING

MEETING DATE: March 11, 2026

AGENDA ITEM: No. 11, Consider Appointments to Advisory Committees

GENERAL DESCRIPTION OF ITEM:

This is the monthly item for filling positions on CAPCOG's advisory committees. Please let CAPCOG know if staff can assist in identifying interested persons to serve. It is presumed that both city and county representatives will collaborate when making appointments.

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to a previously discussed item
- Special item requested by board member
- Other

PRIMARY CONTACT/STAFF MEMBER:

Andrew Hoekzema, Director of Administrative Services

BUDGETARY IMPACT:

Total estimated cost: N/A

Source of Funds: N/A

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? _____

PROCUREMENT: N/A

ACTION REQUESTED:

Approve recommended advisory committee appointments

BACK-UP DOCUMENTS ATTACHED:

Advisory Committee Vacancy Memo

BACK-UP DOCUMENTS NOT ATTACHED:

1. Advisory Committee Rosters and Attendance Records
2. Nomination Forms for Recommended Appointments



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BASTROP BLANCO BURNET CALDWELL FAYETTE HAYS LEE LLANO TRAVIS WILLIAMSON

MEMORANDUM

February 23, 2026

TO: Executive Committee

FROM: Andrew Hoekzema, CAPCOG Director of Administrative Services

RE: Advisory Committee Vacancies and Recommended Appointments

CAPCOG's advisory committees have the following vacancies:

- **Aging Advisory Council (AAC):**
 - Travis County: 1 vacancy since February 9, 2026;
- **Economic Development Advisory Committee (EDAC):**
 - 5 vacancies, all at-large; and
- **Solid Waste Advisory Committee (SWAC):**
 - Travis County (1 vacancy out of 2 seats since June 30, 2025).

We have not received any nominations for these vacancies as of the date of this memo. Nominations for filling vacancies and changes to appointments may also be made at the meeting itself. If you have someone you would like to nominate for a position, please request a nomination form and submit it to Shaun Seale at sseale@capcog.org.

There are special requirements for some committees' composition that may constrain who is eligible for appointment. Please contact the relevant staff member for the committee if you have questions about a potential nominee's eligibility.

*Please note: CAPCOG is able to count AAC meeting participation as an in-kind match for administration of our Area Agency on Aging, reducing the amount of local cash match required from CAPCOG's budget.