

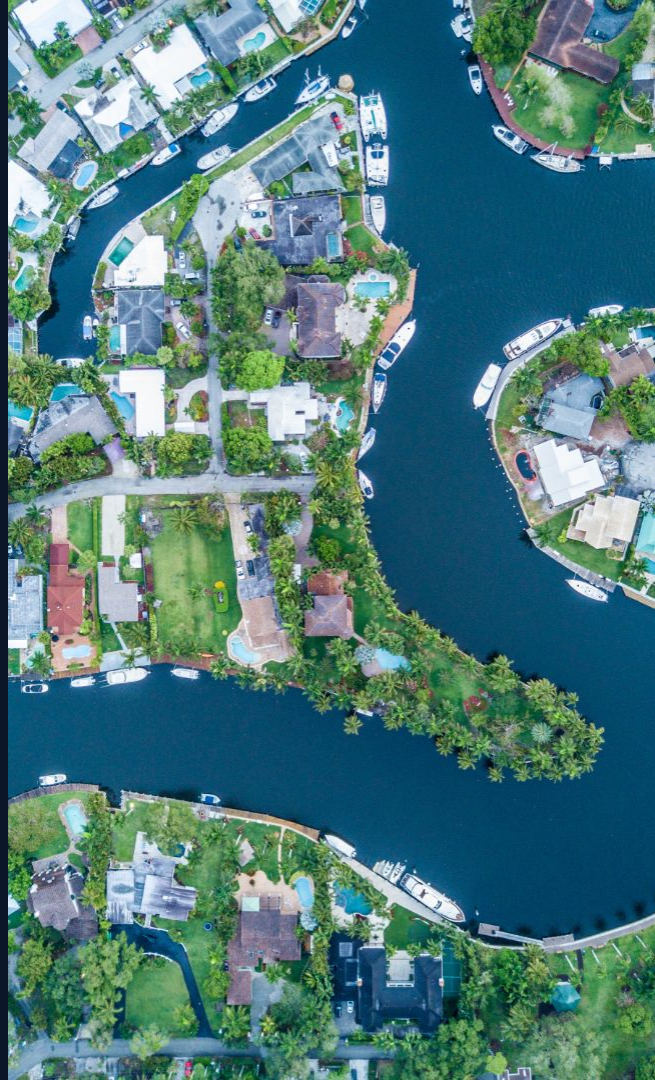
# Effective Grant Management: Lessons from Community Development, Disaster Recovery, and Infrastructure

Victoria Rojas, MBA, CGMS | Sr. Budget and Financial Advisor  
- Miami, FL

Susanna Pho, CFM | Co-Founder and COO - Forerunner

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[withforerunner.com](https://withforerunner.com)



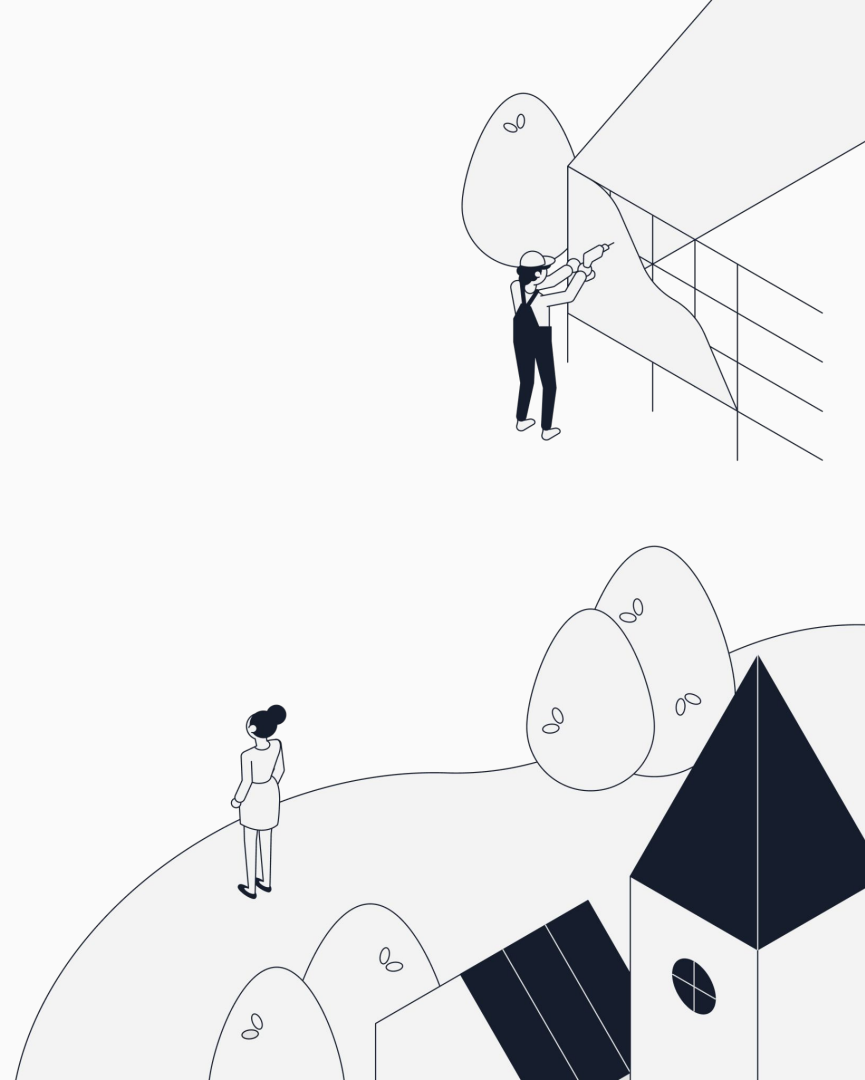
- 1 Introduction
- 2 Q&A with Victoria
- 3 Q&A

# Trivia



# Housekeeping

- This presentation is being recorded.
- The recording will be shared via email after the webinar.
- If you have a question, please post it in the chat.
- At the end of the webinar, complete the attendance survey to receive your 1 ASFPM CEC and .10 ICC CEU. The certificates will be sent via email to you, ASFPM, and ICC next week.
- Please reach out after the webinar for additional questions.



We work with  
over 175 of the  
most at-risk  
cities, counties,  
and states  
throughout the  
U.S.



FDEM  
Florida



DWR  
California



MEMA  
Mississippi



Harris County  
Texas



Palm Beach County  
Florida



Tampa  
Florida



Hollywood  
Florida



Cape May  
New Jersey



Raleigh  
North Carolina



Hoboken  
New Jersey



Cedar Rapids  
Iowa



Fort Lauderdale  
Florida



Alexandria  
Virginia



Lincoln  
Nebraska



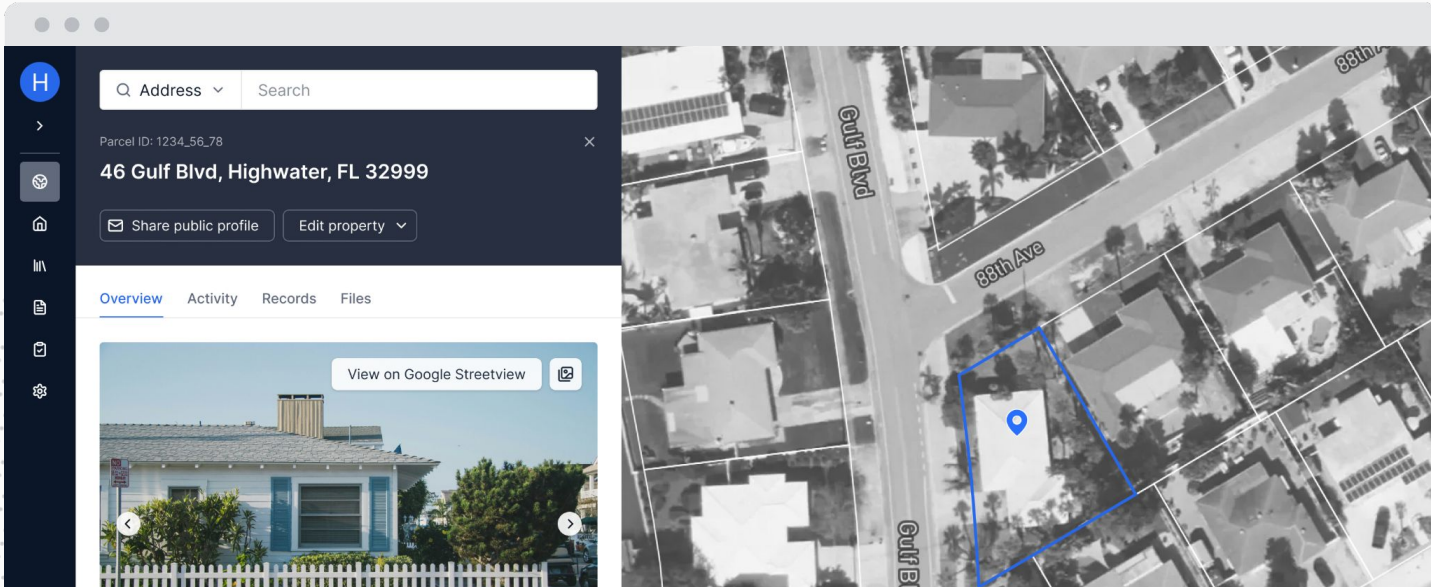
Calvert County  
Maryland



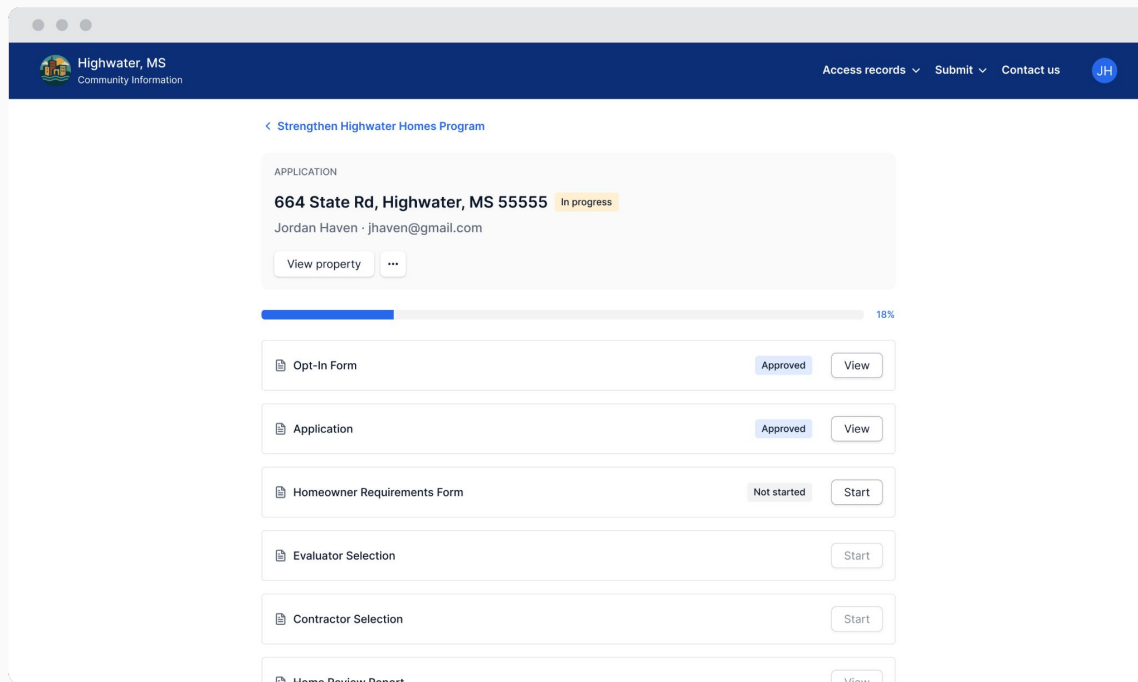
Georgetown County  
South Carolina

Our solution

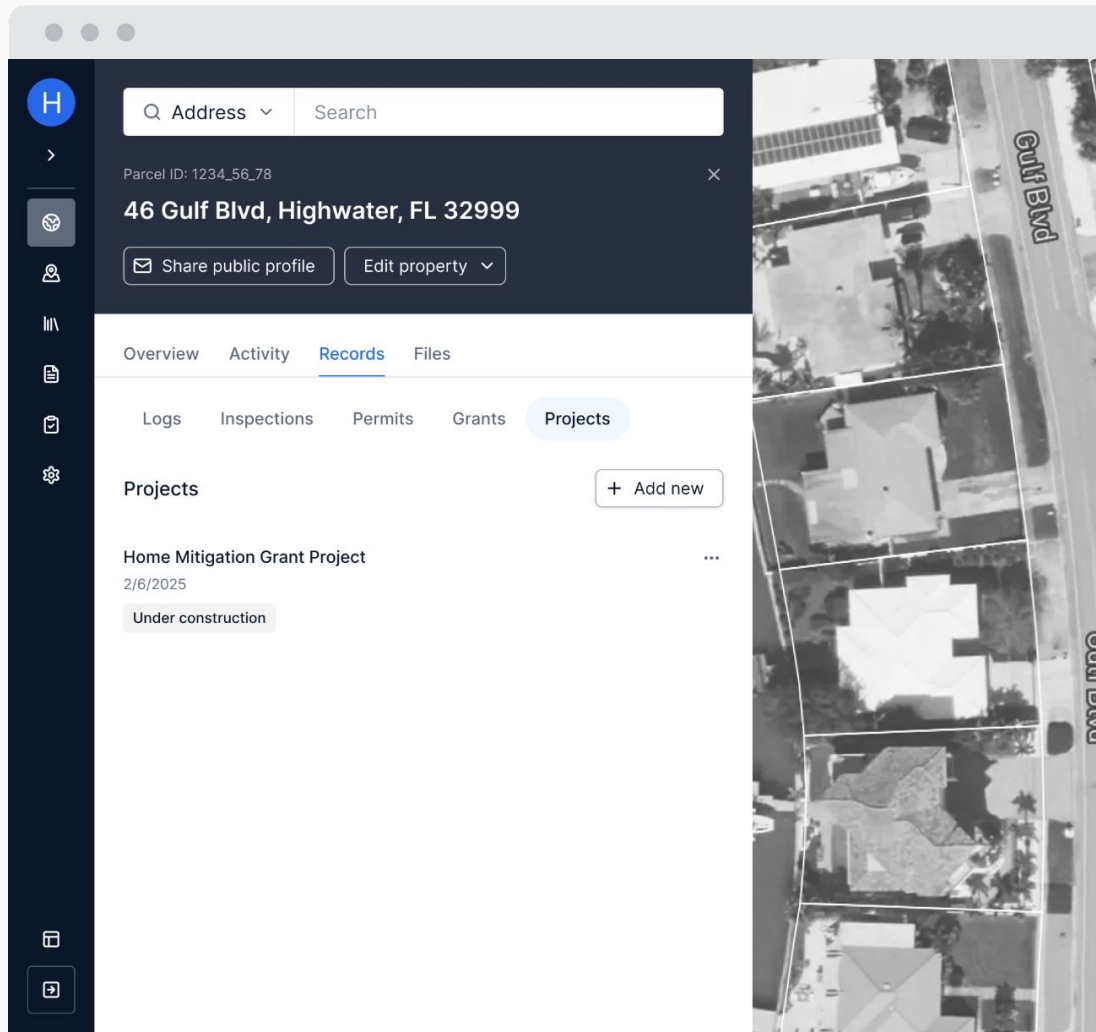
# Forerunner empowers gov. agencies to do more.



# Manage grant workflows from eligibility to application.



# Centralize and manage grant documents by property.





# Draft letters in seconds using AI.

×

Grant Approval Notification

Grant Approval Notification

Related record

Open

General info

File type

Grant Approval Notification

Issue date


6/14/2025

Display settings

Display file on public website?

ⓘ

This document was generated using AI based on the information provided and may contain errors or omissions. Please review and confirm all details before using this document for official purposes.



SPARKRIDGE

GRANT APPROVAL NOTIFICATION

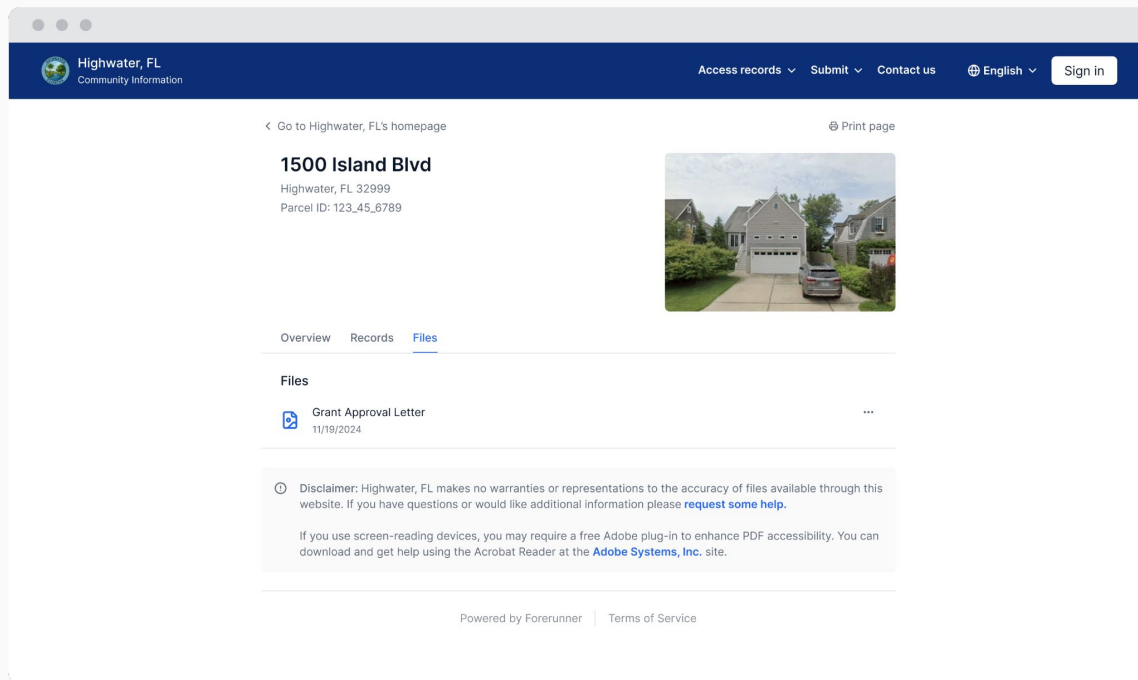
REF NO. 001408-2025

To:  
Geoff Margolis  
327 Ashwood Trail  
Sparkridge, OR 97456

SUBJECT: Grant Approval Notification

Dear Geoff Margolis,  
We are pleased to inform you that your application has been approved. This grant is part of our ongoing effort to improve the quality of life for all residents of Sparkridge and their properties.  
Your project at 327 Ashwood Trail has been selected for funding because it meets the community standards we use to improve your home. The grant will assist you in completing your project so that your property meets the community standards we use to improve your home.  
Please note the following details regarding your grant:  
- Grant amount: \$10,000

# Share data and documents via a public website.



# Audience Poll



**Victoria Rojas, MBA, CGMS**

Sr. Budget and Financial Advisor  
Miami, FL

- 1 Introduction
- 2 **Q&A with Victoria**
- 3 Q&A

**Can you share the story of how you first got into grant management? Who or what inspired you to pursue this path?**

**What part of the grant  
management process do you find  
the most rewarding?**

**What are the biggest challenges you face in your role? How do you overcome them?**



# What are your top 5 lessons learned from your career?

# Lesson 5

# Lesson 5: Create comprehensive processes

# Lesson 4

# Lesson 4: No co-mingling

# Lesson 3

# Lesson 3: Develop relationships with key players

# Lesson 2



# Lesson 2: Understand the Compliance Supplement

# Lesson 1

# Lesson 1: Read the contract

**Is there a particular grant or project that stands out as especially meaningful in your career?**

## Dinner Key Marina (DKM) – Hurricane Irma 2017



# Funding Structure - Dinner Key Marina repairs

Funding	Item No.	Plan Description	Plan Quantity	Unit	Unit Price	FIND Grant Port	Rev 1 to FIND Part I	Rev 2 to FIND Part I	Balance eligible for FIND Grants	FIND 1 - AMIS2 City Match (FEMA Yellow cells)	FIND 2 - AMIS2 City Match (FEMA Yellow cells)	FIND 3 - AMIS2 City Match (FEMA Yellow cells)	Contract Amount	PR No. 1 July 2019	PR No. 2 August 2019	PR No. 3 September 2019	Value Completed to Date	Value Completed After Oct. 2019	
FEHA PA-AF250 unit deployed. Then AA233	1	HURRICANE RELATED REPAIRS							\$ 1,941,151.00	\$ 14,628,384.00	\$ 1,995,480.00	\$ -	\$ 16,534,542.00	\$ 16,534,542.00	\$ 1,300,120.00	\$ 289,624.00	\$ 228,204.00	\$ 16,530,737.00	\$ 14,622,981.00
FEHA PA-AF250 unit deployed. Then AA233	2	1.1 Base Bid - General Costs																\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	3	General Conditions																\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	4	Design, Engineering, & Permitting	1.0	LA	\$ 741,957.00				\$ 291,223.00				\$ 741,957.00	\$ 741,957.00	\$ 300,000.00	\$ 88,130.00	\$ 62,204.00	\$ 741,957.00	\$ 291,223.00
FEHA PA-AF250 unit deployed. Then AA233	5	Insurance	1.0	LA	\$ 530,000.00				\$ -				\$ 530,000.00	\$ 530,000.00	\$ 530,000.00			\$ 530,000.00	\$ -
FEHA PA-AF250 unit deployed. Then AA233	6	Payment & Performance Bonds	1.0	LA	\$ 412,500.00				\$ -				\$ 412,500.00	\$ 412,500.00	\$ 412,500.00			\$ 412,500.00	\$ -
FEHA PA-AF250 unit deployed. Then AA233	7	Mobilization/De-mobilization	1.0	LA	\$ 614,495.00				\$ 539,495.00				\$ 614,495.00	\$ 614,495.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 614,495.00	\$ 539,495.00
FEHA PA-AF250 unit deployed. Then AA233	8	Design Builders Fee	1.0	LA	\$ 750,000.00				\$ 675,000.00				\$ 750,000.00	\$ 750,000.00	\$ 30,000.00	\$ 25,000.00	\$ 25,000.00	\$ 750,000.00	\$ 675,000.00
FEHA PA-AF250 unit deployed. Then AA233	9	Final Survey	1.0	LA	\$ 40,000.00				\$ 40,000.00				\$ 40,000.00	\$ 40,000.00				\$ 40,000.00	\$ 40,000.00
FEHA PA-AF250 unit deployed. Then AA233	10	Turnover, Control and Monitoring	1.0	LA	\$ 50,000.00				\$ 50,000.00				\$ 50,000.00	\$ 50,000.00	\$ 10,000.00	\$ 5,000.00	\$ 10,000.00	\$ 50,000.00	\$ 25,000.00
FEHA PA-AF250 unit deployed. Then AA233	11	Endangered Species Monitoring	1.0	LA	\$ 25,000.00				\$ 25,000.00				\$ 25,000.00	\$ 25,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 50,000.00	\$ 25,000.00
FEHA PA-AF250 unit deployed. Then AA233	12	Project Supervision	1.0	LA	\$ 249,899.00				\$ 249,899.00				\$ 249,899.00	\$ 249,899.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 249,899.00	\$ 249,899.00
FEHA PA-AF250 unit deployed. Then AA233	13	Owner Permit Allowance	1.0	LA	\$ 20,000.00				\$ 20,000.00				\$ 20,000.00	\$ 20,000.00	\$ 7,820.00			\$ 20,000.00	\$ 2,180.00
FEHA PA-AF250 unit deployed. Then AA233	14	General Conditions Sub-total							\$ 3,528,400.00									\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	15	Owner Engineers Contingency	1.0	LA	\$ 400,000.00				\$ -				\$ 400,000.00	\$ 400,000.00				\$ 400,000.00	\$ 400,000.00
FEHA PA-AF250 unit deployed. Then AA233	16	1.2 Base Bid - Structural																\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	17	Severed Debris Removal	1.0	LA	\$ 80,000.00				\$ 80,000.00				\$ 80,000.00	\$ 80,000.00				\$ 80,000.00	\$ 80,000.00
FEHA PA-AF250 unit deployed. Then AA233	18	Concrete Walkway Span Replacement	1.0	LA	\$ 592,995.00				\$ 592,995.00				\$ 592,995.00	\$ 592,995.00	\$ 10,000.00			\$ 592,995.00	\$ 592,995.00
FEHA PA-AF250 unit deployed. Then AA233	19	Timber Finger Pier Replacement (6 pile pier)	1.0	LA	\$ 1,865,151.00				\$ 1,865,151.00				\$ 1,865,151.00	\$ 1,865,151.00				\$ 1,865,151.00	\$ 1,865,151.00
FEHA PA-AF250 unit deployed. Then AA233	20	Timber Finger Pier Replacement (6 pile pier)	1.0	LA	\$ 317,723.00				\$ 317,723.00				\$ 317,723.00	\$ 317,723.00				\$ 317,723.00	\$ 317,723.00
FEHA PA-AF250 unit deployed. Then AA233	21	Timber Finger Pier Type 1 Repair (8 pile pier)	1.0	LA	\$ 538,481.00				\$ 538,481.00				\$ 538,481.00	\$ 538,481.00				\$ 538,481.00	\$ 538,481.00
FEHA PA-AF250 unit deployed. Then AA233	22	Timber Finger Pier Type 1 Repair (8 pile pier)	1.0	LA	\$ 72,215.00				\$ 72,215.00				\$ 72,215.00	\$ 72,215.00				\$ 72,215.00	\$ 72,215.00
FEHA PA-AF250 unit deployed. Then AA233	23	Timber Finger Pier Type 2 Repair (8 pile pier)	1.0	LA	\$ 253,712.00				\$ 253,712.00				\$ 253,712.00	\$ 253,712.00				\$ 253,712.00	\$ 253,712.00
FEHA PA-AF250 unit deployed. Then AA233	24	Timber Finger Pier Type 2 Repair (8 pile pier)	1.0	LA	\$ 46,444.00				\$ 46,444.00				\$ 46,444.00	\$ 46,444.00				\$ 46,444.00	\$ 46,444.00
FEHA PA-AF250 unit deployed. Then AA233	25	Timber Mooring Pier Replacement	1.0	LA	\$ 87,000.00				\$ 87,000.00				\$ 87,000.00	\$ 87,000.00	\$ 15,000.00	\$ 24,150.00		\$ 87,000.00	\$ 47,850.00
FEHA PA-AF250 unit deployed. Then AA233	26	Replace All Energies Grating Replacement	1.0	LA	\$ 1,448,740.00				\$ 1,448,740.00				\$ 1,448,740.00	\$ 1,448,740.00				\$ 1,448,740.00	\$ 1,448,740.00
FEHA PA-AF250 unit deployed. Then AA233	27	Marina Appliances	1.0	LA	\$ 447,721.00				\$ 447,721.00				\$ 447,721.00	\$ 447,721.00				\$ 447,721.00	\$ 447,721.00
FEHA PA-AF250 unit deployed. Then AA233	28	Pile Jackets	1.0	LA	\$ 129,996.00				\$ 129,996.00				\$ 129,996.00	\$ 129,996.00				\$ 129,996.00	\$ 129,996.00
FEHA PA-AF250 unit deployed. Then AA233	29	Electrical Equipment	1.0	LA	\$ 2,072,103.00				\$ 2,072,103.00				\$ 2,072,103.00	\$ 2,072,103.00				\$ 2,072,103.00	\$ 2,072,103.00
FEHA PA-AF250 unit deployed. Then AA233	30	Electrical Pendants	1.0	LA	\$ 1,293,897.00				\$ 1,293,897.00				\$ 1,293,897.00	\$ 1,293,897.00				\$ 1,293,897.00	\$ 1,293,897.00
FEHA PA-AF250 unit deployed. Then AA233	31	Electrical Conduit & Wire	1.0	LA	\$ 1,200,914.00				\$ 1,200,914.00				\$ 1,200,914.00	\$ 1,200,914.00				\$ 1,200,914.00	\$ 1,200,914.00
FEHA PA-AF250 unit deployed. Then AA233	32	Fire Alarm System	1.0	LA	\$ 486,750.00				\$ 486,750.00				\$ 486,750.00	\$ 486,750.00				\$ 486,750.00	\$ 486,750.00
FEHA PA-AF250 unit deployed. Then AA233	33	Low Voltage Infrastructure (work coordinated with City)	1.0	LA	\$ 75,000.00				\$ 75,000.00				\$ 75,000.00	\$ 75,000.00				\$ 75,000.00	\$ 75,000.00
FEHA PA-AF250 unit deployed. Then AA233	34	Fire Suppression	1.0	LA	\$ 894,750.00				\$ 894,750.00				\$ 894,750.00	\$ 894,750.00				\$ 894,750.00	\$ 894,750.00
FEHA PA-AF250 unit deployed. Then AA233	35	Potable Water System	1.0	LA	\$ 373,500.00				\$ 373,500.00				\$ 373,500.00	\$ 373,500.00				\$ 373,500.00	\$ 373,500.00
FEHA PA-AF250 unit deployed. Then AA233	36	Sewage Pump Out System	1.0	LA	\$ 224,000.00				\$ 224,000.00				\$ 224,000.00	\$ 224,000.00				\$ 224,000.00	\$ 224,000.00
FEHA PA-AF250 unit deployed. Then AA233	37	HURRICANE RELATED CHANGE ORDERS							\$ 1,994,000.00	\$ 5,276,561.00	\$ 1,995,480.00	\$ -	\$ 5,446,368.00	\$ 109,000.00	\$ 51,308.00	\$ 17,699.00	\$ 174,708.00	\$ 174,708.00	
AA233 - Reverts balance in 10-2020 to use FHD 9	38	General Conditions	1.0	LA	\$ 670,902.00				\$ 670,902.00				\$ 670,902.00	\$ 670,902.00				\$ 670,902.00	\$ 670,902.00
AA233 - Reverts balance in 10-2020 to use FHD 9	39	Owner Engineers Contingency	1.0	LA	\$ 1,238,038.00				\$ 1,238,038.00				\$ 1,238,038.00	\$ 1,238,038.00				\$ 1,238,038.00	\$ 1,238,038.00
AA233 - Reverts balance in 10-2020 to use FHD 9	40	1.1 Address Scheme #1 - Structural Non-Storm																\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	41	Concrete Walkway Span Replacement	70.0	BA	\$ 25,228.57				\$ 1,765,999.00				\$ 1,765,999.00	\$ 1,765,999.00	\$ 70,000.00			\$ 1,765,999.00	\$ 1,695,999.00
FEHA PA-AF250 unit deployed. Then AA233	42	Concrete Walkway Span Repairs	600.0	CF	\$ 1,099.42				\$ 659,652.00				\$ 659,652.00	\$ 659,652.00				\$ 659,652.00	\$ 659,652.00
FEHA PA-AF250 unit deployed. Then AA233	43	Concrete Pier Cap Spill Repairs	500.0	CF	\$ 72.00				\$ 36,000.00				\$ 36,000.00	\$ 36,000.00				\$ 36,000.00	\$ 36,000.00
FEHA PA-AF250 unit deployed. Then AA233	44	Concrete Pier Cap Crack Repairs	200.0	LF	\$ 55.00				\$ 11,000.00				\$ 11,000.00	\$ 11,000.00				\$ 11,000.00	\$ 11,000.00
FEHA PA-AF250 unit deployed. Then AA233	45	Timber Mooring Pier Replacement	70.0	BA	\$ 2,500.00				\$ 175,000.00				\$ 175,000.00	\$ 175,000.00	\$ 31,000.00	\$ 51,308.00		\$ 175,000.00	\$ 123,692.00
FEHA PA-AF250 unit deployed. Then AA233	46	1.3-451 AB #3 - Remote Electronic Monitoring Pile	1.0	BA	\$ 1,994,892.00				\$ 1,994,892.00				\$ 1,994,892.00	\$ 1,994,892.00				\$ 1,994,892.00	\$ 1,994,892.00
FEHA PA-AF250 unit deployed. Then AA233	47	1.3-451 AB #5 - Remote Steel H Straps	1.0	LA	\$ 77,130.00				\$ 77,130.00				\$ 77,130.00	\$ 77,130.00				\$ 77,130.00	\$ 77,130.00
FEHA PA-AF250 unit deployed. Then AA233	48	1.3-451 AB #7 - Remote Cap Replacement	30.0	BA	\$ 5,000.00				\$ 1,500.00				\$ 1,500.00	\$ 1,500.00				\$ 1,500.00	\$ 1,500.00
AA233 - Reverts balance in 10-2020 to use FHD 9	49	HURRICANE RELATED CHANGE ORDERS							\$ 1,994,000.00	\$ 5,276,561.00	\$ 1,995,480.00	\$ -	\$ 5,446,368.00	\$ 109,000.00	\$ 51,308.00	\$ 17,699.00	\$ 174,708.00	\$ 174,708.00	
FEHA PA-AF250 unit deployed. Then AA233	50	General Conditions	1.0	LA	\$ 72,638.00				\$ 72,638.00				\$ 72,638.00	\$ 72,638.00				\$ 72,638.00	\$ 72,638.00
FEHA PA-AF250 unit deployed. Then AA233	51	Owner Engineers Contingency	1.0	LA	\$ 50,000.00				\$ 50,000.00				\$ 50,000.00	\$ 50,000.00				\$ 50,000.00	\$ 50,000.00
FEHA PA-AF250 unit deployed. Then AA233	52	1.4-451 AB #4 - Greenhouse Mooring Pile	117.0	BA	\$ 794.36				\$ 93,040.00				\$ 93,040.00	\$ 93,040.00	\$ 14,000.00	\$ 23,170.00		\$ 93,040.00	\$ 55,704.00
FEHA PA-AF250 unit deployed. Then AA233	53	1.4-451 AB #5 - Increase Pile Cut Off Elevation	150.0	BA	\$ 265.17				\$ 39,775.00				\$ 39,775.00	\$ 39,775.00				\$ 39,775.00	\$ 39,775.00
FEHA PA-AF250 unit deployed. Then AA233	54	1.3-451 AB #6 - 1500 Steel Chain	1070.0	BA	\$ 165.85				\$ 176,859.00				\$ 176,859.00	\$ 176,859.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 176,859.00	\$ 166,859.00
FEHA PA-AF250 unit deployed. Then AA233	55	HURRICANE RELATED REPAIRS - MITIGATION CHANGE ORDERS							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	56	ORIGINAL CONTRACT VALUE							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	57	CHANGE ORDER VALUE							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	58	HURRICANE RELATED REPAIRS							\$ 1,941,151.00	\$ 14,628,384.00	\$ 1,995,480.00	\$ -	\$ 16,534,542.00	\$ 16,534,542.00	\$ 1,300,120.00	\$ 289,624.00	\$ 228,204.00	\$ 16,530,737.00	\$ 14,622,981.00
FEHA PA-AF250 unit deployed. Then AA233	59	Balance							\$ 2,994,008.00	\$ 5,276,561.00	\$ 1,995,480.00	\$ -	\$ 5,446,368.00	\$ 109,000.00	\$ 51,308.00	\$ 17,699.00	\$ 174,708.00	\$ 174,708.00	
FEHA PA-AF250 unit deployed. Then AA233	60	Balance							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	61	Balance							\$ 25,130.00	\$ 453,962.00	\$ -	\$ -	\$ 511,128.00	\$ 511,128.00	\$ 24,000.00	\$ 26,176.00	\$ 500.00	\$ 461,128.00	\$ 403,952.00
FEHA PA-AF250 unit deployed. Then AA233	62	Balance							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	63	Balance							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233	64	Balance							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FEHA PA-AF250 unit deployed. Then AA233																			

**How have you seen grants  
directly impact a community or  
individual?**

- 1 Introduction
- 2 Q&A with Victoria
- 3 **Q&A**





**Thank you!**

Victoria Rojas, MBA, CGMS  
**[vrojas@miamigov.com](mailto:vrojas@miamigov.com)**

Susanna Pho, CFM  
**[susanna@withforerunner.com](mailto:susanna@withforerunner.com)**

