

Humberto Mercader – Grant Management and Compliance

If I would have more available resources, I would definitely train a team that are specialists in grant writing, grant managing, and maintaining federal relations. I think when you go through the process of applying for a federal grant, you need to understand it. It's a complex process. It requires expertise, it requires a lot of time.

So, I would definitely spend more resources on having people who are fluent on the federal grant language, right? And understanding the management requirements, the reporting requirements, the compliance requirements. Which, again, it's not straightforward applying to a federal grant and maintaining a federal grant and complying with the federal grant, it's not straightforward, it's complex. And I think now that we're in year two, we understand that. And we are putting more resources to it. But if I would have known better, I would have done this from the beginning.