



Proposal for Grant Administration and Services -TxCDBG 2023-24

City of Glen Rose, Texas



Liberty Hill and Harlingen, Texas



October 19, 2022

City of Glen Rose
Attn: Michael Leamons, City Administrator
201 Vernon Street
Glen Rose, Texas 76043

Dear City Administrator Michael Leamons,

Langford Community Management Services (LCMS) will provide the City of Glen Rose with comprehensive project-based grant services to ensure all state, federal, and local requirements are met while implementing this program. We are a Texas-based firm, founded in 1983. We propose to provide the full scope of Application and Administration services for your TDA TxCDBG Projects. LCMS fully understands the proposed scope of work covered by the City's RFP and with selection will complete the following activities:

- Assist the City in preparing the TDA TxCDBG application
- Complete project environmental review and compliance activities
- Provide labor standards compliance for all contracted work in conformance with Texas Government Code Title 10, Chapter 2258 including on-site employee interviews, review of all contractor payrolls, wage determination, calculation of wage restitution, etc.
- Assist in procurement of construction services, materials, rental/lease equipment, professional design services, or other items needed to implement the TDA TxCDBG projects including bid documents, notices, and contracts—may include multiple bids for contracted work for various projects
- Submit and respond to client/TDA requests in a timely manner
- Complete client/TDA projects before deadline
- Consistently generate high quality work produce with a low number of errors
- Maintain a high standard of excellence throughout the project and during monitoring so there are no findings/concerns
- Provide all services within financial requirements

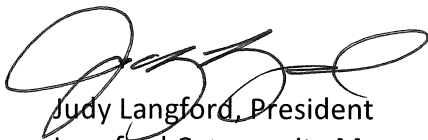
9017 W. State Hwy 29, Suite #206 Liberty Hill, Texas 78642

- Review of all contractor or materials invoices for compliance with local financial reporting requirements
- Assist in preparing TDA TxCDBG Billing Summaries and Invoices for reimbursement requests and in determining whether costs are eligible for reimbursement
- Assist in preparing Certifications and back-up documents related to individual projects for signature by local officials
- Provide reports for City Council Meetings regarding project status
- Coordinate with City financial officers and staff on project-specific cost accounting and tracking
- Assist in preparation of amendments and revisions to your TDA TxCDBG Agreement.
- Other Application and Administration services as may be required to implement the City's TDA TxCDBG grant program.

We appreciate your consideration of our proposal and look forward to hearing from you regarding your review of the proposal and the opportunity of working with you on these important projects. We have the hands-on experience, knowledge, leadership, capacity and support systems in place to assist you with your grant writing and administration needs.

We trust this proposal provides all the requested information. Please feel free to contact me at (512) 452-0432 if you have any questions or require additional information about LCMS.

Sincerely,



Judy Langford, President
Langford Community Management Services, Inc.
9017 W. State Hwy 29, Ste 206
Liberty Hill, TX 78642
512-452-0432
judy@lcmsinc.com

TABLE OF CONTENTS

- 1 Experience/Background
- 2 Work Performance
- 3 Capacity to Perform
- 4 Proposed Cost
- 5 References/Resumes/Appendices

SECTION 1:

EXPERIENCE & BACKGROUND

INTRODUCTION

Langford Community Management Services, Inc. (LCMS) has been serving Texas Cities and Counties and their grant writing and administration needs for over 39 years. LCMS incorporated as a Women-owned Business Enterprise (WBE) in 1997, having worked with numerous grants since 1983 as a sole proprietorship. LCMS became a certified HUB through the Secretary of State's office and has maintained that certification since 2009. As a Texas "home-grown" business, LCMS has chosen to concentrate in helping to strengthen Texas communities through community and economic development while advocating for affordable housing through local program development and statewide policy changes affecting Texas communities. Judy Langford, President and Owner, is actively engaged in every project we undertake, and will be integrally involved in every step along the way. With our roots in public service, LCMS strives to meet our clients' needs with the recognition that all local governments are in place to assist the public and provide basic services to sustain their communities.

STATEMENT OF QUALIFICATIONS

LCMS brings full-spectrum grant writing and management service with over 39 years of Texas-based grant administration as a firm, and more than a decade of combined experience from our team of grant specialists. LCMS, being created and continued by service-driven individuals, many of whom worked as public servants for many years prior to coming to this job, take very seriously the fact that we are project managers.

LCMS has written and administered millions of dollars in grants and loans from state and federal agencies, including the Texas Department of Agriculture (TDA), General Land Office (GLO), Texas Department of Housing and Community Affairs (TDHCA), Texas Department of Emergency Management (TDEM), Texas Department of Economic Development (TDED), Texas Parks and Wildlife (TPWD), Texas Department of Transportation (TxDOT), Texas Water Development Board (TWDB), Texas Water Commission (now Texas Commission on Environmental Quality-TCEQ), Department of Energy (DOE), State Energy Conservation Office (SECO), Housing and Urban Development (HUD), United States Department of Agriculture (USDA), Texas Historical Commission (THC), U.S. Department of Justice (DOJ), Federal Emergency Management Agency (FEMA) and the Economic Development Administration (EDA).

APPROACH TO PROVIDING SERVICES

LCMS understands the need for the selected consulting firm to administer and manage the City's Community Development Block Grant (TDA CDBG) program entirely. This is the stance our firm takes on all contracts. LCMS will organize the program in such a way that the City will ultimately be responsible only for internal processes such as final review and approval of the draws. NEPA standards including environmental reviews will be met. LCMS is very experienced with these reviews and the associated processes anticipated by the TDA CDBG program. LCMS is also very experienced with Federal Labor Standard Regulations including the Davis-Bacon and Related Acts and will assure compliance with these regulations.

EXPERIENCED IN COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

LCMS has written, managed, and completed County and City grants since 1983. Within that time, we have assisted numerous communities to complete CDBG applications, secure approved funding, administer timely project service, monitor, and successfully close projects in full compliance with state and federal requirements.



Rockdale Lift Station

We specialize in CDBG grants that meet the needs of non-urban communities. In the State of Texas, LCMS is intricately familiar with Community Development Block Grants including, Texas Capital funds, Disaster Relief funds, Planning and Capacity Building funds, Community Enhancement funds, Downtown Revitalization/Main Street Program funds, and combinations of several of the above.

In working closely with many cities and counties during the grant application and administration process, LCMS has developed an extensive knowledge of the CDBG programs available and how they may complement each other to best serve the communities and extend available dollars.

EXPERIENCED STAFF

LCMS ranks our employees as our #1 asset. Our work with more than 90 communities would not be possible without the knowledge, experience and skills of our staff members. LCMS has in place a strong team with vast training and experience in the CDBG-DR and TxCDBG Programs. Our staff members are trained and certified through the Texas Department of Agriculture to be administrators of the TxCDBG Program. Many are CDBG trained for environmental reviews and trained and certified with the Texas Department of Transportation for administration of TxDOT projects.

We are deeply knowledgeable regarding program eligibility and requirements for a wide variety of infrastructure needs including water, sewer, streets, drainage, flood control, coastal protection, public buildings, parks, generators, and other facilities. We understand what is required to meet local needs for infrastructure in low-to-moderate income neighborhoods, on a system-wide basis, and to support local job creators.

With a staff of seventeen service minded individuals, LCMS has the capacity to write and administer additional projects. In Section 5 of our proposal, you will find references from our past and present clients and staff resumes that will provide more information about our staff and the breadth of experience that they bring to the team.



INFRASTRUCTURE EXAMPLES

Grant Management for Bastrop County Wildfire I and Wildfire II Grants

LCMS is currently administering the Bastrop County CDBG-DR Wildfire funds of \$28 Million. All requirements for the funds were reviewed and accepted by GLO and HUD. These funds are being used in multi-faceted ways to protect the citizens of the County from danger.

These projects include right-of-way restoration from damage received post wildfires from erosion caused by severe rains on charred ground, shelters, improved emergency radio communications, new fire station, replacement of culverts lost in flooding and new ingress/ egress for areas with limited access. LCMS's environmental team



worked with U.S. Fish and Wildlife Service and Texas State University to develop and implement best practices for the minimalization of impact to Houston Toads and Toad habitats.



The County has met once a week since the initial wildfire to discuss and guide project management of Disaster Recovery funds. The management of the Bastrop County

CDBG DR Wildfire I and Wildfire II grants has been much like the DR funds the County may be receiving. For their Wildfire I grant, the County initially, received just under \$5 million of "urgent" need funds for critical projects for Right-of-Way restoration and match to the Natural Resource Conservation Service for culvert replacement projects. After a door-to-door survey was completed to reach greater than 51LMI status for the County, an additional \$18 million was contractually obligated to the County for additional projects. LCMS is successfully working alongside Bastrop's officials to ensure compliance with all CDBG and Federal rules and regulations are followed. Please contact Paul Pape, Bastrop County Judge, at 512/332-7201 as the local contact for the project.



Grant Management for City of La Feria, Drainage Services

The City of La Feria during Hurricane Dolly received over 18 inches of rainfall in a 24-hour period. Most of the City was flooded with at least two feet of water. Although the Valley has quickly grown in the past 20 years, unfortunately very expensive infrastructure has not. With larger areas of impervious cover are being constructed, the City is experiencing a faster runoff that will more than likely increase the



chance of flooding. To solve this potential issue, a multi-level approach to reduce the dangers of flooding may be required and could include buyouts and elevations of homes located in the floodplains, enlarge drainage structures and cleanup debris. These are some of the options that could be employed to reduce future impacts.

We are nearing completion on an \$18 million CDBG regional drainage project for the City of La Feria. With LCMS' assistance over \$4 million dollars of FEMA HMGP funds were secured for La Feria and matched with the GLO CDBG-DR funds. What started as six units was separated into 15 projects so that smaller, local construction companies would be able to bid on the projects. LCMS assisted with the City's Analysis of Impediments of Fair Housing, as well as the implementation of their Section 3 plan.

Please contact Sunny Philip at 956/343-7041 as the contact for the La Feria project.



LCMS TxCDBG and CDBG-DR Grant Management Experience

Date	Client	Amount		Date	Client	Amount
1988	City of Florence	\$250,000.00		1995	McMullen County	\$265,504.00
1989	City of Buckholts	\$168,000.00		1995	City of Runge	\$265,504.00
1989	City of Devine	\$250,000.00		1995	City of Thrall	\$250,000.00
1989	Harker Heights	\$227,540.00		1996	Atascosa County	\$500,000.00
1989	City of Runge	\$250,000.00		1996	Atascosa County	\$250,000.00
1990	City of Charlotte	\$250,000.00		1996	City of Blanco	\$350,000.00
1990	Harker Heights	\$246,650.00		1996	City of Blanco	\$250,000.00
1990	City of Llano	\$250,000.00		1996	City of Charlotte	\$250,000.00
1990	City of Moody	\$200,000.00		1996	City of Falls City	\$250,000.00
1990	City of Taft	\$273,925.00		1996	City of Florence	\$250,000.00
1991	City of Jourdanton	\$385,000.00		1996	City of Lampasas	\$250,000.00
1991	City of La Vernia	\$383,000.00		1996	City of Marble Falls	\$434,769.00
1991	Milam County	\$250,000.00		1996	City of Moody	\$250,000.00
1991	City of Thorndale	\$186,015.00		1997	City of La Grange	\$250,000.00
1991	City of Blanco	\$250,000.00		1998	Atascosa County	\$500,000.00
1991	City of Charlotte	\$250,000.00		1998	City of Bastrop	\$250,000.00
1991	City of Devine	\$177,700.00		1998	City of Charlotte	\$250,000.00
1991	City of Falls City	\$250,000.00		1998	City of Florence	\$250,000.00
1992	City of Runge	\$250,000.00		1998	Harker Heights	\$250,000.00
1992	City of Thrall	\$250,000.00		1998	City of La Coste	\$250,000.00
1992	City of Falls City	\$250,000.00		1998	Live Oak County	\$300,000.00
1992	Gillespie County	\$300,000.00		1998	City of Marble Falls	\$300,000.00
1993	City of Blanco	\$250,000.00		1998	City of Marble Falls	\$200,000.00
1993	City of Charlotte	\$250,000.00		1998	City of Smithville	\$250,000.00
1993	City of Devine	\$250,000.00		1999	Atascosa County	\$500,000.00
1993	City of Florence	\$171,870.00		1999	City of Bandera	\$250,000.00
1993	Gillespie County	\$250,000.00		1999	City of Belton	\$250,000.00
1993	Harker Heights	\$229,122.00		1999	City of Charlotte	\$250,000.00
1993	City of Holland	\$250,000.00		1999	City of Cuney	\$250,000.00
1993	City of Llano	\$250,000.00		1999	Hays County	\$350,000.00
1993	City of Rockdale	\$250,000.00		1999	Hays County	\$350,000.00
1993	City of Runge	\$250,000.00		1999	City of Holland	\$250,000.00
1994	Bee County	\$300,000.00		1999	City of Kyle	\$250,000.00
1994	Bee County	\$499,845.00		1999	City of Runge	\$250,000.00
1994	City of Buda	\$250,000.00		1999	City of Smithville	\$350,000.00
1994	City of Falls City	\$250,000.00		2000	City of Devine	\$250,000.00
1994	City of Lampasas	\$250,000.00		2000	City of Fayetteville	\$226,732.00
1994	City of Rockdale	\$250,000.00		2000	City of Flatonia	\$250,000.00
1994	Travis County	\$250,000.00		2000	Hays County	\$250,000.00
1995	City of Buckholts	\$250,000.00		2000	Harker Heights	\$250,000.00
1995	City of La Coste	\$250,000.00		2000	City of Hondo	\$250,000.00

LCMS TxCDBG and CDBG-DR Grant Management Experience

Date	Client	Amount	Date	Client	Amount
2000	City of Marble Falls	\$250,000.00	2004	City of Devine	\$250,000.00
2000	City of Mexia	\$250,000.00	2004	City of Falls City	\$250,000.00
2000	City of Moody	\$250,000.00	2004	Fayette County	\$250,000.00
2000	City of Smithville	\$250,000.00	2004	City of Flatonia	\$313,000.00
2001	City of Bastrop	\$250,000.00	2004	City of Marble Falls	\$250,000.00
2001	City of Cuney	\$250,000.00	2004	City of Mexia	\$250,000.00
2001	City of Falls City	\$250,000.00	2004	City of Streetman	\$250,000.00
2001	Fayette County	\$250,000.00	2005	City of Bartlett	\$250,000.00
2001	City of Flatonia	\$250,000.00	2005	Bastrop County	\$250,000.00
2001	City of Holland	\$250,000.00	2005	City of Bastrop	\$350,000.00
2001	Karnes County	\$250,000.00	2005	Bastrop County	\$250,000.00
2001	City of Kyle	\$250,000.00	2005	Bastrop County	\$350,000.00
2001	McMullen County	\$300,000.00	2005	City of Devine	\$250,000.00
2001	Travis County	\$189,820.00	2005	Fayette County	\$250,000.00
2002	Atascosa County	\$310,501.08	2005	City of Flatonia	\$250,000.00
2002	City of Bandera	\$186,249.00	2005	City of Florence	\$250,000.00
2002	Bee County	\$300,000.00	2005	City of La Coste	\$250,000.00
2002	City of Blanco	\$96,008.00	2005	Live Oak County	\$300,000.00
2002	City of Blanco	\$350,000.00	2005	City of Moody	\$250,000.00
2002	City of Devine	\$250,000.00	2005	City of Runge	\$250,000.00
2002	Falls City	\$231,533.00	2005	City of Streetman	\$250,000.00
2002	City of Florence	\$250,000.00	2005	City of Taylor	\$400,000.00
2002	Hays County	\$217,790.00	2005	City of Thrall	\$250,000.00
2002	City of Hondo	\$250,000.00	2005	City of Weimar	\$250,000.00
2002	Karnes County	\$350,000.00	2006	Atascosa County	\$250,000.00
2002	City of La Coste	\$250,000.00	2006	City of Bandera	\$250,000.00
2002	City of Lampasas	\$250,000.00	2006	City of Blanco	\$250,000.00
2002	City of Rockdale	\$250,000.00	2006	City of Charlotte	\$250,000.00
2002	City of Runge	\$250,000.00	2006	City of Cisco	\$250,000.00
2002	City of Smithville	\$250,000.00	2006	City of Falls City	\$250,000.00
2002	City of Weimar	\$350,000.00	2006	City of Giddings	\$250,000.00
2003	Atascosa County	\$250,000.00	2006	Harker Heights	\$250,000.00
2003	Bee County	\$300,000.00	2006	City of Hondo	\$250,000.00
2003	City of Blanco	\$250,000.00	2006	City of Lampasas	\$250,000.00
2003	City of Charlotte	\$250,000.00	2006	City of Marble Falls	\$250,000.00
2003	City of Fayetteville	\$250,000.00	2006	City of Rockdale	\$250,000.00
2003	City of Giddings	\$250,000.00	2006	City of Smithville	\$250,000.00
2003	City of Runge	\$250,000.00	2007	City of Bandera	\$250,000.00
2003	City of Thrall	\$250,000.00	2007	Bastrop County	\$250,000.00
2004	City of Bandera	\$250,000.00	2007	Bastrop County	\$250,000.00
2004	City of Belton	\$250,000.00	2007	City of Charlotte	\$250,000.00

LCMS TxCDBG and CDBG-DR Grant Management Experience

Date	Client	Amount		Date	Client	Amount
2007	City of Gatesville	\$350,000.00		2009	City of Marble Falls	\$250,000.00
2007	City of Giddings	\$250,000.00		2009	City of Martindale	\$250,000.00
2007	Karnes County	\$250,000.00		2009	City of Moody	\$250,000.00
2007	City of Lampasas	\$350,000.00		2009	City of Rockdale	\$250,000.00
2007	City of Marble Falls	\$350,000.00		2009	City of Runge	\$250,000.00
2007	City of Marble Falls	\$350,000.00		2009	City of Smithville	\$250,000.00
2007	McMullen County	\$500,000.00		2009	City of Streetman	\$250,000.00
2007	City of Runge	\$250,000.00		2010	Atascosa County	\$250,000.00
2008	Atascosa County	\$250,000.00		2010	City of Bertram	\$250,000.00
2008	Atascosa County	\$84,435.00		2010	City of Blanco	\$250,000.00
2008	City of Bastrop	\$250,000.00		2010	Cottonwood Shores	\$350,000.00
2008	Bee County	\$300,000.00		2010	City of Devine	\$250,000.00
2008	City of Blanco	\$250,000.00		2010	City of Falls City	\$250,000.00
2008	City of Christine	\$63,198.00		2010	Fayette County	\$250,000.00
2008	City of Cisco	\$250,000.00		2011	City of Christine	\$250,000.00
2008	City of Cisco	\$114,591.00		2011	Cottonwood Shores	\$250,000.00
2008	City of Cisco	\$50,000.00		2011	City of Dilley	\$250,000.00
2008	C Copperas Cove	\$350,000.00		2011	City of Dublin	\$250,000.00
2008	City of Falls City	\$250,000.00		2011	City of Flatonia	\$250,000.00
2008	Hays County	\$250,000.00		2011	City of Hondo	\$250,000.00
2008	City of Hondo	\$250,000.00		2011	City of Karnes City	\$250,000.00
2008	City of La Coste	\$250,000.00		2011	City of Kenedy	\$250,000.00
2008	City of Lampasas	\$250,000.00		2011	City of Mathis	\$250,000.00
2008	McMullen County	\$300,000.00		2011	City of Poteet	\$250,000.00
2008	City of Moody	\$250,000.00		2011	City of Rockdale	\$250,000.00
2008	City of Rockdale	\$250,000.00		2011	City of Runge	\$250,000.00
2008	City of Rockdale	\$350,000.00		2011	City of Smiley	\$250,000.00
2008	City of Taylor	\$100,000.00		2011	City of La Feria	\$18,000,000.00
2009	City of Bandera	\$250,000.00		2011	Bastrop County	\$503,284.67
2009	City of Bartlett	\$250,000.00		2012	Bastrop County	\$4,754,900.00
2009	City of Charlotte	\$250,000.00		2012	Bastrop County	\$23,439,414.14
2009	City of Christine	\$250,000.00		2012	Bastrop County CD	\$275,000.00
2009	Copperas Cove	\$250,000.00		2012	Bastrop County	\$350,000.00
2009	City of Fayetteville	\$250,000.00		2012	Bee County	\$297,036.00
2009	City of Flatonia	\$250,000.00		2012	Atascosa County	\$299,599.00
2009	City of Gatesville	\$250,000.00		2012	Bynum	\$300,000.00
2009	City of Hallettsville	\$250,000.00		2012	Cisco	\$275,000.00
2009	Hays County	\$250,000.00		2012	Devine	\$275,000.00
2009	City of Hondo	\$250,000.00		2012	Falls City CD	\$275,000.00
2009	City of La Grange	\$250,000.00		2012	Falls City DR	\$350,000.00
2009	City of Lampasas	\$250,000.00		2012	Fayette County	\$275,000.00

LCMS TxCDBG and CDBG-DR Grant Management Experience

Date	Client	Amount	Date	Client	Amount
2012	Florence	\$275,000.00	2014	Stockdale	\$275,000.00
2012	Florence DR	\$327,500.00	2014	Weimer	\$350,000.00
2012	Gatesville	\$75,000.00	2014	West	\$274,999.00
2012	Harker Heights	\$350,000.00	2015	Buda	\$430,377.00
2012	La Coste	\$275,000.00	2015	Hays County	\$2,349,747.00
2012	Live Oak Colonia	\$500,000.00	2015	Hays County	\$5,003,006.00
2012	Live Oak Colonia DR	\$300,000.00	2015	Lyford B-116	\$1,000,000.00
2012	Marble Falls	\$275,000.00	2015	Lyford B-118	\$433,375.00
2012	Pleasanton	\$275,000.00	2015	Uhland	\$277,388.00
2012	Wilson County DR	\$350,000.00	2015	Bastrop County	\$275,000.00
2013	Bartlett	\$275,000.00	2015	Charlotte	\$275,000.00
2013	Charlotte	\$275,000.00	2015	Devine	\$275,000.00
2013	Devine	\$275,000.00	2015	Elgin	\$275,000.00
2013	Granite Shoals	\$275,000.00	2015	Flatonia	\$275,000.00
2013	Hondo	\$275,000.00	2015	Harker Heights	\$275,000.00
2013	La Grange	\$275,000.00	2015	City of Hondo	\$275,000.00
2013	Lyford	\$215,382.00	2015	Karnes City	\$275,000.00
2013	Lyford D	\$350,000.00	2015	Lyford	\$230,870.00
2013	Moody	\$300,000.00	2015	Poteet	\$275,000.00
2013	Nixon	\$275,000.00	2015	Rockdale	\$275,000.00
2013	Poteet	\$275,000.00	2015	City of Stockdale	\$275,000.00
2013	Refugio County	\$300,000.00	2015	Taylor	\$350,000.00
2013	Runge	\$275,000.00	2015	Taylor	\$82,203.00
2013	Taylor-Wilco	\$300,000.00	2016	Bastrop County	\$447,748.00
2013	Three Rivers	\$300,000.00	2016	Lee County	\$2,020,000.00
2014	Bandera	\$275,000.00	2016	Bandera	\$275,000.00
2014	Bertram	\$275,000.00	2016	Bastrop County	\$350,000.00
2014	Christine	\$275,000.00	2016	Blanco	\$275,000.00
2014	Gatesville	\$275,000.00	2016	Chico	\$275,000.00
2014	Hallettsville	\$275,000.00	2016	Eastland County	\$350,000.00
2014	Hays County	\$275,000.00	2016	City of Falls City	\$275,000.00
2014	Jourdanton	\$275,000.00	2016	Fayette County	\$87,271.00
2014	Karnes County	\$275,000.00	2016	Florence	\$275,000.00
2014	City of Kenedy	\$275,000.00	2016	Gatesville	\$500,000.00
2014	La Coste	\$275,000.00	2016	Glen Rose	\$275,000.00
2014	Lampasas	\$275,000.00	2016	Granite Shoals	\$275,000.00
2014	Lyford	\$26,743.00	2016	City of Kenedy	\$275,000.00
2014	Martindale	\$275,000.00	2016	Marble Falls	\$275,000.00
2014	Rockdale	\$275,000.00	2016	Martindale	\$350,000.00
2014	Schulenberg	\$150,000.00	2016	Meridian	\$300,000.00
2014	Smithville	\$275,000.00	2016	Muenster	\$200,000.00

LCMS TxCDBG and CDBG-DR Grant Management Experience

Date	Client	Amount		Date	Client	Amount
2016	Nixon	\$275,000.00		2018	Devine	\$275,000.00
2016	Runge	\$275,000.00		2018	Eastland County	\$500,000.00
2016	Smiley	\$275,000.00		2018	Eastland County DR	\$350,000.00
2016	Stockdale	\$350,000.00		2018	Fayette County	\$300,000.00
2016	Tolar	\$275,000.00		2018	City Fayetteville	\$300,000.00
2016	Uhland	\$275,000.00		2018	Floresville	\$275,000.00
2016	Bartlett	\$275,000.00		2018	Hallettsville	\$275,000.00
2016	Wilson County	\$350,000.00		2018	Jourdanton	\$275,000.00
2017	Bastrop County	\$1,632,148.00		2018	Karnes County	\$275,000.00
2017	Caldwell County	\$1,000,000.00		2018	La Coste	\$275,000.00
2017	Caldwell County	\$1,458,279.00		2018	Lampasas	\$275,000.00
2017	Goliad County	\$1,583,333.00		2018	Lyford	\$275,000.00
2017	Hallettsville	\$279,939.00		2018	Moulton	\$275,000.00
2017	Karnes County	\$1,725,606.00		2018	Pleasanton	\$275,000.00
2017	Karnes County	\$74,177.00		2018	Poth	\$275,000.00
2017	Lee County	\$286,021.00		2018	Schulenberg	\$300,000.00
2017	Lee County Buyout	\$1,000,000.00		2018	Smiley	\$275,000.00
2017	City of Moulton	\$263,295.00		2018	Uhland	\$300,000.00
2017	City of Nixon	\$671,903.00		2019	Bastrop County	\$300,000.00
2017	City of Shiner	\$272,693.00		2019	Burnet County DR	\$350,000.00
2017	Smiley	\$595,907.00		2019	Charlotte	\$275,000.00
2017	Yoakum	1,416,383.00		2019	Flatonia	\$300,000.00
2017	Bastrop County	\$242,902.00		2019	Florence	\$300,000.00
2017	Bertram	\$300,000.00		2019	Granite Shoals	\$300,000.00
2017	Charlotte	\$275,000.00		2019	Hondo	\$275,000.00
2017	Hays County	\$300,000.00		2019	Lexington	\$300,000.00
2017	Hondo	\$275,000.00		2019	McLennan County	\$300,000.00
2017	La Grange	\$300,000.00		2019	Poteet	\$275,000.00
2017	Natalia	\$275,000.00		2019	Rockdale	\$275,000.00
2017	Rockdale	\$275,000.00		2019	Runge	\$275,000.00
2017	Runge	\$275,000.00		2019	Stockdale	\$275,000.00
2017	Smithville	\$300,000.00		2020	Bandera	\$275,000.00
2017	Stockdale	\$275,000.00		2020	Bee County	\$300,000.00
2017	Eastland County	\$275,000.00		2020	Belton	\$275,000.00
2017	Thrall	\$300,000.00		2020	Bertram	\$300,000.00
2017	Cisco	\$275,000.00		2020	Blanco	\$300,000.00
2017	Bastrop County	\$2,015,856.00		2020	Bynum	\$300,000.00
2018	Atascosa County	\$275,000.00		2020	Devine	\$275,000.00
2018	Bandera	\$275,000.00		2020	Falls City	\$275,000.00
2018	City of Bastrop	\$300,000.00		2020	Floresville	\$275,000.00

LCMS TxCDBG and CDBG-DR Grant Management Experience

Date	Client	Amount	Date	Client	Amount
2020	Hallettsville	\$275,000.00	2020	Schulenburg	\$300,000.00
2020	Hitchcock DRP	\$408,940.00	2020	Thrall	\$300,000.00
2020	Iredell	\$300,000.00	2020	Columbus DRP	\$350,000.00
2020	Jourdanton	\$275,000.00	2021	Falls City	\$350,000.00
2020	Karnes City DRP	\$500,000.00	2021	Gatesville	\$350,000.00
2020	Karnes County	\$275,000.00	2021	Goliad County	\$350,000.00
2020	Kenedy	\$275,000.00	2021	Hondo DRP	\$350,000.00
2020	La Coste	\$275,000.00	2021	Karnes City	\$350,000.00
2020	La Grange	\$300,000.00	2021	Karnes County	\$350,000.00
2020	Lampasas	\$275,000.00	2021	La Coste	\$350,000.00
2020	Los Indios	\$275,000.00	2021	Lee County	\$249,947.00
2020	Lyford	\$275,000.00	2021	Lexington DRP	\$335,300.00
2020	Marble Falls	\$300,000.00	2021	Lyford	\$255,084.00
2020	Meridian	\$300,000.00	2021	Port Isabel	\$255,084.00
2020	Moody	\$300,000.00	2021	Santa Rosa	\$255,084.00
2020	Nixon	\$206,649.00	2021	West	\$350,000.00
2020	Pleasanton	\$275,000.00	2021	Willacy County	\$255,084.00
2020	Santa Rosa DRP	\$350,006.00			

SECTION 2:

WORK PERFORMANCE

WORK PERFORMANCE

LCMS brings full-spectrum grant writing and management service and has excelled in the grant administration and project management of CDBG-DR grants.



LCMS will work together with the City through every step of the TDA CDBG grant process, ensuring that the City's priorities and goals are considered and successfully achieved.

Years of CDBG program experience and an organized approach allows LCMS to produce real, cost-effective results. We will tailor the process to your needs while following the program-specific guidelines.

A grant administrator is primarily responsible for coordinating and expediting all grant activities. We strive to remain a cooperative, informed, and active member of your project implementation team. As such, we help keep projects on track and on time. Our core tasks include:

- Maintain regular contact with the project engineer, the local contact person, and construction contractors,
- Provide project engineers with an instruction and forms packet so they know upfront what information is required by the state agency,
- Assist in processing all invoices, contracts, and change orders received from the project engineer and contractors,
- Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state and federal agencies; and
- Assist you in working with the state and federal agencies to resolve any issues that may arise with your grant application or funded project.



WHY LCMS?

HANDS-ON EXPERIENCE WITH HUD APPROVAL PROCESSES

- LCMS brings knowledge and experience as a Grant Administrator and Environmental Service Provider for over 150 Counties and Cities in Texas.
- Members of our project team have personally developed hundreds of successful CDBG applications, and upon award, successful implementation of the Grant.
- We have qualified projects and implemented audit-approved services for every community we have had the pleasure to serve.

COLLABORATIVE COMMUNICATION

- LCMS lives by a “no surprises” philosophy; we ensure prompt communication and risk-management advice on all issues that are important to our clients.
- It is always our mission to be proactive in identifying solutions and keep the production pipeline and performance benchmarks in sight.

ACQUISITION EXPERTISE

- LCMS has assisted hundreds of Texas communities in the acquisition process.
- We stand ready to assist in following the rules and regulation related to the Uniform Relocation Act (e.g., 42 U.S.C. Chapter 61 and 49 C.F.R. Part 24).

HIGH QUALITY PERFORMANCE

- Integrity is the backbone of the LCMS commitment to deliver quality work over the long term.
- Our goal from the outset is to complete a program in the most cost- efficient manner possible.

COMPLIANCE

- LCMS-administered projects have had zero findings and zero concerns when audited by CDBG staff.

PROVEN PROJECT MANAGEMENT

- LCMS has delivered on over \$1.5 Billion in project delivery oversight and program delivery in Texas, including assisting Bastrop County through the recovery process for wildfires and floods.
- LCMS maintains communication with staff and local officials, which is integral to project success.

LCMS provides a proven, experienced team to perform the administrative duties as set forth in the TDA CDBG Scope of Work including the functions and key tasks in the table below:

Functions & Key Tasks	
Administrative Duties	
<ul style="list-style-type: none"> ✓ Program compliance ✓ Establishing and maintaining financial processes ✓ Establishing and maintaining a record- keeping system ✓ Resolution of monitoring and audit findings (if any) ✓ Serve as the monitoring liaison ✓ Assist with the resolution of any third- party claims 	<ul style="list-style-type: none"> ✓ Report suspected fraud to TDA, submit timely responses to the City and/or TDA for additional information when required ✓ Complete draw requests with supporting documents, ✓ Facilitate outreach efforts ✓ Application intake and eligibility review ✓ Perform any other administrative duties required to deliver the project ✓ Utilize and assist with TDA's system of records and submit change requests as necessary
Acquisition Tasks	
<ul style="list-style-type: none"> ✓ Acquisition Activities ✓ Submit acquisition reports and related docs 	<ul style="list-style-type: none"> ✓ Maintain acquisition files ✓ Uniform Relocation Act
Environmental Services	
<ul style="list-style-type: none"> ✓ Review each project for: Exempt, Categorical Exclusion not Subject to 58.5, Environmental Assessment, and Environmental Impact Statement ✓ Prepare and submit environmental forms to support findings ✓ Consult & coordinate with oversight/regulatory agencies ✓ Prepare all responses to comments ✓ Prepare and submit publication for all public notices, not limited to the FONSI ✓ Advise and complete environmental re- evaluations per CFR 58.47 when needed 	<ul style="list-style-type: none"> ✓ Perform special studies, additional assessments, or permitting to secure environmental clearance ✓ Maintain close coordination with local officials, project engineers, and project teams ✓ Complete and submit Environmental Review for TDA's system of record ✓ Complete site visit and field observation report ✓ Provide documentation of clearance ✓ Prepare and submit monthly status reports and participate in regularly scheduled meetings

SECTION 3:

CAPACITY TO PERFORM

GRANT ADMINISTRATION SERVICES

The LCMS Team offers broad and extensive experience and knowledge of TDA CDBG Program rules and requirements. We have assembled a highly qualified team of professionals with over 125 years of combined experience and knowledge in the administration and implementation of CDBG funded projects. Our team members have proven track records of providing high-quality administrative services, effective project management, delivery, monitoring and oversight in compliance with TDA and other applicable Federal rules and regulations.



Key Benefits to the City
Our team includes experienced employees from TDA, GLO, TDEM's Hazard Mitigation Section, and other state agencies and local governments. We have experience with water, sewer, streets, drainage, sidewalks, housing reconstruction and many other grants.
Highly qualified team of professionals with over 125 years of combined experience covering all aspects of federal and state grant management
On-site staff certified in both the Local Government Project Procedures and the Environmental Process for Local Governments
Texas based team with and in-depth understanding of Federal and Texas statutes and regulations, including procurement requirements in 2 CFR 200
Experience with water, sewer, streets, housing reconstruction and planning

APPLICATION PREPARATION

Pre-Funding Services

LCMS implements a data-driven approach to ensure identified grant opportunities match the individual needs of the City and its recovering residents. We have proven procedures to guide you through the TDA CDBG application requirements including open and inclusive citizen participation procedures. Through our work with Texas communities, we have assisted cities and counties to navigate the TDA CDBG competitive application process.

Step 1: Assess current needs. We serve our communities with the full picture of local requirements in mind. You know best which projects the City needs in order to strengthen the community for the future. And we know that a myriad of available grants can be pieced together to fund those projects. Through LCMS's extensive experience with Community Development Block Grant funding and other available annual grants, we will help guide you to a plan that puzzles together the funds that earn you the "most bang for the buck."

Step 2: Align project needs with TDA CDBG and HUD requirements. LCMS will gather the necessary data and information to ensure eligibility and conformance with TDA CDBG and HUD's national objective. We will assist the City in the development of project scopes that meet TDA CDBG and HUD's eligibility requirements and the funding regulations of assisting at least 51% low-to-moderate income persons.



Step 3: Prepare a grant application. Our thorough knowledge of local, state, and federal agency requirements, and application processes will help the City swiftly and proficiently complete the application. LCMS will work with the City to plan eligible infrastructure projects that will improve the community's suitable living environment.

Step 4: Submit a compliant application. TDA CDBG application requirements involve close attention and meticulous review. Once the application has been prepared, LCMS will conduct a thorough quality review of the application questionnaire and supporting documentation and collaborate closely with the City to resolve any final concerns before submission.

LCMS will assist the City in the development of a project scope that meets the TDA CDBG eligibility requirements. LCMS will prepare all necessary application documents needed to qualify projects. Our thorough knowledge of local, state, and federal agency requirements, and application processes will help the City swiftly and proficiently complete the application.

Program application-

- Develop thorough, detailed TDA CDBG applications that meet or exceed TDA's expectations.
- Review documentation to avoid potential duplication of benefits issues.
- Satisfy all TDA Requests for Information (RFIs).

PLAN DEVELOPMENT

Post-Funding Services

Our approach to plan development is based on our significant relevant experience in designing, implementing, and supporting CDBG projects involving water lines, sewer lines, housing rehabilitation and reconstruction, housing buyouts, economic development, infrastructure, and planning activities. Our experience allows us to incorporate up-front the invaluable lessons learned and best practices we have picked up over the years. LCMS works in a collaborative manner that ensure all voices are heard, perspectives included, and there are no surprises in the end. Our plan development follows the key steps outlined in the following table:

Set roles and responsibilities	Discuss and prioritize goals	Define deliverables and deadlines
The key to a successful plan is a common understanding of what roles are involved and who fills those roles. We like to set expectations up front to facilitate smooth implementation.	Approved projects will have a clear objective. By setting goals and priority activities, our teams can work in concert to accomplish set goals and align resources appropriately.	Disaster Recovery adheres to a strict contractual timeline. We'll review TDA milestones and work with you to define the subtasks that support the timely delivery of those milestones.

PROJECT MANAGEMENT

LCMS will administer through completion and monitoring, the projects developed and submitted to TDA. LCMS will follow all Texas TDA CDBG Program requirements. Langford, being created and continued by service-driven individuals, many of whom worked as public servants for many years prior to coming to this job, take very seriously the fact that we are project managers. Grant administration requires watching over the regulations and following the rules, which we do for the communities, but to be a project manager, you must become part of the project itself, pushing the people and the project to fruition.



This requires the management of multiple initiatives and activities simultaneously with delivery systems that provide for transparency, program development, and financial control. We become very much a part of the fabric of the organization, attending meetings in person anywhere from weekly to monthly. We frequently are the organizing entity for meetings,

conference calls, emails and letters to keep projects running timely and in compliance with contractual benchmarks.

Furthermore, LCMS is the Labor Standards Officer for all CDBG projects we administer. LCMS participates in every Preconstruction Conference held for every construction project with the following discussed at each:

- The Davis-Bacon Act (DBA), which specifies the minimum wages to be paid the various classes of laborers and mechanics employed on the project,
- The Copeland Act, which prohibits kickbacks being paid by the employee to the employer and sets the requirement for submission of payrolls on a weekly basis,
- Contract Work Hours Safety Standards Act (CWHSSA), which sets a uniform standard of a 40-hour work week with time and a half the basic rate of pay for all work in excess of 40 hours, and the
- Fair Labor Standards Act (FLSA), which sets the requirement for payment of minimum wages, maximum hours, overtime pay, child labor standards, and prohibits wage discrimination based on sex.

Project construction contracts, which we review, include the above and the requirements to follow the regulations regarding conflict of interest, Executive Order 11246, EEO, Clean Air and Water Acts, Goals for Minority Participation in the Construction Industry and Fair Labor Standards Compliance. Section 3 is called out in all bid notices, bid packages and construction contracts. Section 3 requires the hiring of persons or companies that qualify as low-to-moderate income to the greatest extent feasible.

We have assisted numerous cities and counties in creating and passing Section 3 Policies. Title VI of the Civil Rights Act prohibits discrimination based on race, color and national origin.

LCMS has assisted cities and counties in the development and passage of Fair Housing Ordinances/Orders, policies and advertising the information to the public. The remaining items within the list refer to the Environmental Reviews, allowed activities with CDBG funds, the now FH Single Family Housing Policy Handbook, requirements to serve at least 51% low-to-moderate income (LMI) residents with CDBG funds and the Acquisition/Relocation Acts. LCMS is well trained through attendance of TDA and HUD workshops regarding these activities.

FINANCIAL MANAGEMENT

LCMS has expert knowledge of financial management requirements including internal financial controls, procurement procedure, and cost reasonableness standards as required by 2 CFR 200. We offer sound guidance based on experience to guide you through day-to-day financial management activities of grant management, ensure the accuracy of the accounting records, and ensure adherence to timely financial reporting requirements. Accounting methods should, at a minimum, satisfy such requirements as may be prescribed by federal or state laws, regulations or guidelines.

ENVIRONMENTAL REVIEW/HUD TDA CDBG COMPLIANCE

LCMS is a Grant Administrator (GA) and Environmental Services Provider (ESP) for the Texas Department of Agriculture's CDBG Program. The LCMS team was one of the first approved GA and ESP service providers for the Texas CDBG program while under the Texas Department of Rural Affairs (TDRA) and has continued the relationship with the Texas Department of Agriculture (TDA) since the agency took over management of the program.



In accordance with 24 CFR part 58, LCMS will complete environmental reviews at the appropriate level for non-housing projects. Non-housing projects will likely fall under 24 CFR part 58.34 - Exempt Activities, 24 CFR part 58.35 (a) – Categorical Exclusions subject to 58.5, 24 CFR part 58.35 (b) – Categorical Exclusions not subject to 58.5, and 24 CFR part 58.36 – Environmental Assessments. Environmental Impact Statements (EIS) are an additional level of environmental review but are only appropriate for projects with extreme environmental impacts. They are costly and time intensive.

The LCMS team offers a complete perspective for HUD CDBG environmental compliance. LCMS has completed over 1000 environmental reviews for grantees on the Hurricane Ike and Dolly disaster recovery program, Texas Department of Agriculture TxCDBG Program and Wildfire's I & II recovery. All sites will be evaluated for HUD CDBG environmental compliance with all applicable laws, regulations, and Executive Orders. Reviews will be conducted in accordance with all laws, regulations, and Executive Orders.

REAL PROPERTY ACQUISITION/URA

LCMS prepares all necessary documents required by the agencies to complete and maintain the acquisition process. Our firm is experienced with Real Property Acquisition procedures which includes verifying that the acquisition of real property, easements and/or right-of-way are in compliance with the Uniform Relocation Assistance Real Property Acquisition Policies Act of 1970.



Our grant specialists are here to offer guidance on rules of application based on the distinction between mandatory and voluntary participation in federal grant assistance programs.

CONSTRUCTION MANAGEMENT

LCMS will compile, collate and complete contract/bid packages; monitor, report and evaluate contractor's performance; and assist with project activity draws/close out. All necessary documentation as required by TDA will be submitted through the agency's system of record. We will assist the City and TDA with the Architectural and Engineering processes through the chosen system of record for approval. Contractor reassignment of scope alignment will be completed as necessary.

FAIR HOUSING/EQUAL OPPORTUNITY

LCMS staff is trained to assist communities with conducting an Analysis of Impediments (AI) study to identify impediments to fair housing choices within the jurisdiction and take appropriate actions to overcome the effects of any impediments identified and maintain records reflecting both the analysis and actions taken in this regard. LCMS also has a wealth of experience working with citizens, stakeholders, engineers, city and county personnel, and contractors to administer, manage, and deliver CDBG funded projects.

As Section 3 participation and Fair Housing Opportunities have become critical to HUD, LCMS has kept our clients updated on all program compliance. We have assisted in the development and implementation of Section 3 plans and the completion of Fair Housing AI studies. We will provide technical assistance and policy expertise to review the City's policies and assure compliance with HUD's requirements as part of the identified scope of work.

AUDIT/CONTRACT CLOSE-OUT ASSISTANCE

We always begin with the end in mind. From the beginning of the program, we work with you to build your program records and files in an audit-ready fashion that streamlines closeout activity. We follow TDA and HUD guidelines for final grant closeout. LCMS will administer the grant through completion and monitoring, the project as developed and submitted to TDA during the Pre-Funding Services. LCMS will follow all Texas TDA CDBG program requirements.



Our dedication to continuous improvement allows us to preemptively problem-solve known compliance pitfalls. We have deep knowledge and experience with the applicable laws, regulations, Executive Orders the City will encounter, as shown in the table below:

Topic	Law, Regulation, and Executive Order (E.O.) *
General Environment	National Environmental Policy Act of 1969, 40 CFR Part 1500-1508, 40 CFR Part 312
HUD and FEMA Environmental Criteria	24 CFR Part 50, 24 CFR Part 51, 24 CFR Part 58
Historic Preservation	National Historic Preservation Act, 36 CFR Part 800, E.O. 11593
Wetlands and Jurisdictional Waters	Clean Water Act, E.O. 11990, 33 CFR Parts 320-330
Floodplain Management	24 CFR Part 55, E.O. 11988
Farmlands Protection	Farmland Protection Policy Act, and Department of Agriculture regulations at 40 CFR Part 658
Endangered Species	Endangered Species Act, 50 CFR Part 402
Siting of HUD-Assisted Projects Near Hazardous Operations Handling Conventional Fuels or Chemicals of an Explosive or Flammable Nature	24 CFR Part 51, Subpart C
Hazardous, Toxic or Radioactive Materials & Substances	24 CFR Part 58.5(i)(2)(i) and (iii)
Siting of HUD-Assisted Projects in Runway Clear Zones at Civil Airports and Clear Zones and Accident Potential Zones at Military Airfields	24 CFR Part 51, Subpart D
Lead Safe Housing Rule	24 CFR Part 35, Subpart H
Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations	E.O. 12898
Sole Source Aquifers	Safe Drinking Act, and EPA regulations at 40 CFR Part 149
Coastal Zone Management	Coastal Zone Management Act, Sections 307(c), (d)
<p>* Not all Laws, Regulations, and/or Executive Orders are applicable to proposed projects in the District. Note: HUD CDBG-DR and FEMA funding do not require coordination with the Texas Parks & Wildlife Department when determined impact to TPWD designated endangered, threatened, or species of concern; however, Texas GLO has historically required coordination with TPWD when projects may impact endangered, threatened, or species of concern.</p>	

SECTION 4:

PROPOSED COST

PROPOSED COST FOR TDA CDBG

We serve our clients with the end goal in mind and base our service fees on delivered results. We are conscious of the financial burden our communities face in the disaster recovery environment. We operate in a way that minimizes the expenditure of local tax dollars and maximizes grant funding. LCMS will complete the community's application at no cost to the City unless TDA CDBG funds are awarded.

LCMS's proposed fee schedule will be in accordance with TDA fee schedules and will be adjusted if the City is awarded a greater or lesser amount. Upon award, our project delivery fees follow the prescribed TDA Project Delivery (administrative fees) caps based on the requested/funded amount of the City's application. LCMS will contract based on the following table:

Service	Fee
Pre-Funding Services	
Develop project scope and complete the CDBG Applications for infrastructure and housing	\$0
Post-Funding Services	
Grant Administration Services	Total TDA CDBG Award
• Record keeping system	\$5,000.00
• Preparation/Submittal Section 3, EEO and Fair Housing Activities	\$5,000.00
• Environmental review & Clearance of Special Conditions	\$7,500.00
• Contract / Financial Project Management – preparation and submittal of drawdown requests	\$8,500.00
• Assistance in procurement process (Construction / Financial Interest Reports submitted)	\$5,000.00
• Completion and filing of all Construction Documents	\$5,000.00
• Preparation and submittal of close-out documents	\$5,000.00
• Acquisition & Special Conditions	\$1,500.00
• Labor Standards Compliance	<u>\$7,500.00</u>
Total for Grant Administration Services	\$50,000.00

SECTION 5:

REFERENCES / RESUMES / APPENDICES

REFERENCES

Reference	Project Description	Contact
Bastrop County	Multiple projects, Wildfire 1, Wildfire II, Shelter, Fire station, culvers, new ingress/egress for areas with limited access.	Judge Paul Pape, Bastrop County Judge 512-332-7201 Paul.pape@co.bastrop.tx.us
City of La Feria	Ike/Dolly GLO DR Round 2.1 drainage and numerous acquisitions	Sunny K. Philip Former City Manager 956-778-7030 SunnyKphilip@gmail.com
Hays County	Management of numerous projects for Hays County including the current 2015 General Land Office Infrastructure Cotton Gin Road Project and the Housing Assistance Program	Lindsay McClune MPH, Grant Writer County-wide Operations 512-393-2209 Lindsay.mcclune@co.hays.tx.us
City of Gatesville	Multiple CDBG water/wastewater Projects and Leon Riverbank Erosion Control CDBG-DR/NRCS	William (Bill) Parry III, City Manager 254-865-8951 William.Parry@ci.gatesville.tx.us
City of Lyford	Multiple CDBG Projects	Lydia Moreno, City Administrator 956-347-3512 cityoflyford@lyfordtx.us
City of Smithville	Multiple HMGP Disaster Projects	Robert Tamble, City Manager 512-423-9390 Citymanager@ci.smithville.tx.us
City of Harker Heights	NRCS/CDBG DR Roy Reynolds Bridge	Mark Hyde, Public Works Director 254-953-5641 Mhyde@ci.harker-heights.tx.us
Karnes County	Multiple CDBG-DR Projects	Judge Wade Hedtke (830) 780-3732 wade.hedtke@co.karnes.tx.us
Caldwell County	2017 GLO Infrastructure, 2017 GLO Buyout	Judge Hoppy Haden (512) 398-1809 hoppy.haden@co.caldwell.tx.us



JUDY LANGFORD

President & Owner



Email: judy@lcmsinc.com Phone: (512) 452 - 0432 Website: www.LCMSinc.com

Professional Skills

President, Langford Community Management Services (1983 - Present)

I have owned LCMS since 1983 and my firm brings full-spectrum grant writing and management services with over 39 years of Texas based grant administration as a firm, and more than a decade of combined experience from my team of grant specialists.

- Write, review, and administer competitive grants on behalf of rural cities and counties throughout the State of Texas, and have assisted numerous communities complete grant applications, secure approved funding, administer timely project service, monitor, and successfully close projects in full compliance with State and Federal requirements, which results in few monitoring and concerns.
- Oversight of financial management, monitoring of construction and engineering activities, environmental clearance of projects to include the submission and maintenance of the environmental review record for projects as needed.
- Conduct public hearings for grant programs at city council and commissioner's court meetings as needed and ensuring the communities we represent comply with applicable State and Federal rules and regulations from application through administration, attendance of trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage the grant programs of our clients.
- Identify and address problems long before the funding agency audits the project.
- Specialize in disaster recovery grants that meet the needs of recovering community, and by working closely with local governments, engineers, and other parties.
- Ensure that projects conform to project performance statements and schedules and have developed an extensive knowledge of the disaster recovery programs available and how they may complement each other to best serve the communities and extend available dollars.
- Collaborate with communities and their public works, parks, and economic development programs to develop plans and strategies which better assist them in meeting the needs of their community.

CDBG-MIT Areas of Expertise

Monitoring & Compliance

**Creation and Maintaining
Systems of Record**

**Understanding of Action Plan
Amendments**

**Review of future staffing,
contracts, scoping, and
feasibility**

Financial Management

Educational & Experience

**Bachelor of Science,
The University of Texas**

39 Years of Experience

Core Tasks

- Maintain regular contact with the project engineer, the local contact person, and construction contractors,
- Provide project engineers with an instruction and forms packet so they know up-front what information is required by the state agency,
- Assist in processing all invoices, contracts, and change orders received from the project engineer and contractors,
- Respond to clients in a timely manner,
- Predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion,
- Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state and federal agencies; and
- Assist you in working with the state and federal agencies to resolve any issues that may arise with your grant application or funded project.





JANELL FOSTER

Community Development Program Director

TDA Areas of Expertise

Monitoring & Compliance

Creation and Maintaining
Systems of Record

Financial Management

Project Management

Detailed and Accurate

Educational & Experience

Bachelor of Science in Business
Management, 2017
National American University,

Cornish College of the Arts, Dance
Seattle, Washington



Email: janell@lcmsinc.com Phone: (512) 452-0432 Website: www.LCMSinc.com

Professional Skills

Community Development Program Director, Langford Community Management Services Austin, Texas (November 2017 - Present)

- Write, review and administer competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Responsible for the correspondence and submission of Texas Community Development Block Grant (TxCDBG) applications issued through TDA, Texas Department of Agriculture and U.S. Department of Housing and Urban Development.
- Oversee financial management, monitor construction and engineering activities for grantees.
- Oversee and process certified payrolls for community projects.
- Conduct public hearings for grant programs at city council and commissioner's court meetings as needed.
- Ensure communities we represent comply with applicable State & Federal rules and regulations from application through administration.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.
- Collaborate with communities and their public works, parks, and economic development programs to develop plans and strategies which better assist them in meeting the needs of their community.

Third Party Vendor Assistant Manager, Ryan Sanders Sports Austin, TX (July 2016 - November 2017)

- Hire, train, and supervise hospitality professionals at the Circuit of the Americas and HEB Center.
- Provide support and manage multiple food vendors at concerts, festivals, and races, including the US Formula 1 Grand Prix.
- Manage compensation decisions and processes, including scheduling, reconciliation, and vendor operations.
- Streamline operating and ordering procedures by implementing new technology and creating comprehensive spreadsheets.

Media Center, Concert, & Event Supervisor, Circuit of the Americas Austin, Texas (April 2013 - July 2016)

- Supervise teams of hospitality and Non-Profit groups coordinating food and beverage service for concerts and races.
- Created and maintained a working environment that promoted client services, teamwork, performance feedback, mutual respect, and employee satisfaction.

LHISD Elementary Cafeteria Manager/Bus Driver Liberty Hill, Texas (November 2006 - October 2015)

- Train and lead staff through food prep and service periods, focusing on efficiency and safety while cultivating customer service.
- Duties included just-in-time ordering, receiving, inventory, cashiering, finance reconciliation, and documentation with stringent adherence to USDA Food Guidelines and OSHA Safety Standards.

WORKSHOPS and TRAININGS

- TDA, CDBG Implementation Certification - 2019, 2020
- PDAT Procurement Disaster Assistance Training—2018
- Capital Area Council of Governments Criminal Justice Grant Writing -2017
- Local Mitigation Planning Certification—2017
- H&R Block Tax Consultant Course

Core Tasks

- Application development, preparation, and submission.
- Maintain regular contact with the project engineer, City or County project representative, and construction contractors to ensure exceptional project management.
- Daily contact with state agency grant managers for seamless project management.
- Provide project engineers with compliance requirements for TDA funded projects.
- Prepare and process contract documents, invoices, change orders and any other project related documentation.
- Maintain excellent client communication.
- Assist in resolution of issues at the state and federal agencies level.





ANGELA SIFUENTES

CD & TPWD
Grant Manager

TDA Areas of Expertise

Monitoring & Compliance

Creation and Maintaining Systems
of Record

Financial Management

Educational & Experience

2020-Current
Purdue Global University
Currently attending and majoring
in Business Management.
Current GPA is 4.0.

2008-2009
Southwest Texas Junior College
Studied basic studies.

Obtained Microsoft Office
Certification



Email: angela@lcmsinc.com Phone: (512) 452 - 0432 Website: www.LCMSinc.com

Professional Skills

CD & TPWD Grant Manager, Langford Community Management Services June 2022 - Present

- Write, review and administer competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Responsible for the correspondence and submission of grant applications to the appropriate federal and/or state agency with a primary focus within the Texas Department of Agriculture.
- Oversee financial management, monitor construction and engineering activities for grantees.
- Oversee and process certified payrolls for community projects.
- Ensure communities we represent comply with applicable State & Federal rules and regulations from application through administration.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.

Tax Preparer, Conlon Tax Service, Iron Shield Insurance January 2021 - May 2022

- Provide Excellent Customer Service.
- Maintain Bookkeeping/Minor Accounting/Profit and Loss Reports
- Create Franchise Tax and Sales Tax Reports.
- Warranty Deed Transfer.
- Affidavit Paperwork and Notary Services.
- Translations for Immigration Documentation.
- Create Letters of Permission and Power of Attorney Letters.
- Prepare and File Income Tax Forms .
- Agency Owner of Iron Shield Insurance.
- Manage and Train Staff in accordance with the Texas Department of Insurance.
- Offer Auto, Home, Life, Commercial and Bonds.

Office Manager, Producer Agent, Farmers Insurance Group November 2017 - January 2021

- Train staff to perform and maintain excellent Customer Service skills.
- Ensure staff is up to date with all trainings related to Insurance Regulations.
- Account for daily financial reports.
- Manage scheduling for staff.
- Meet monthly quotas on insurance policies.

Human Resources Assistant, Employees Solutions April 2016 - October 2017

- Greet and educate applicants on the hiring process and policies.
- Assist applicants with the application process and conduct background checks through a National Screening System.
- Interview applicants for job placement.
- Complete and process all hiring documentation for applicants.

Core Tasks

- Develop, prepare and submit applications.
- Maintain regular contact with the project engineer, city or county project representative, and construction contractors to ensure first-rate project management.
- Daily contact with state agency grant managers for seamless project management.
- Provide project engineers with compliance requirements for TDA funded projects.
- Prepare and process contract documents, invoices, change orders and any other project related documentation.
- Maintain excellent client communication.
- Assist in resolution of issues at the state and federal agencies level.





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ANNA MARTIN

CD & TxDOT
Grant Manager

TDA Areas of Expertise

Monitoring & Compliance

Creation and Maintaining Systems
of Record

Financial Management

Educational & Experience

Master of Business Administration
-Management and Business
University of Houston, Victoria

Health and Kinesiology
University of San Antonio

Kinesiology
University of Texas at Austin



Professional Skills

CD & TxDOT, Langford Community Management Services Austin, Texas, (July 2021 - Present)

- Write, review and administer competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Responsible for the correspondence and submission of grant applications to the appropriate federal and/or state agency with a primary focus within the Texas Department of Agriculture.
- Oversee financial management, monitor construction and engineering activities for grantees.
- Oversee and process certified payrolls for community projects.
- Ensure communities we represent comply with applicable State & Federal rules and regulations from application through administration.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.

Teacher/Coach, Karnes City Independent School District Karnes City, Texas (August 2014 - June 2021)

- Develop and execute instruction for grades 6-8 in multiple content areas using a framework of relevant pedagogy according to state and district guidelines in a student-led, differentiated, engaging, and rigorous environment.
- Contribute to curriculum development through regular meetings at both faculty and administrative levels.
- Collaborate with faculty and administrators in the development, evaluation, and revision of school programs to lead change among stakeholders.
- Provide leadership through staff development, instructional support, teaching assistance, and meeting facilitation.
- Establish and enforce clear learning and behavioral expectations to ensure safe environments for all students.
- Lead staff and students to set and attain ambitious goals through action plans and performance accountability.
- Maintain open parent communication through regular phone calls, emails, and conferences.
- Analyze and use data to monitor and adjust instruction to accelerate learning and academic progression.
- Assist in budgeting, vendor negotiations, ordering procedures, fundraising, promotions, inventory, and equipment and facility use and maintenance.

Teacher, Beeville Independent School District Beeville, Texas (August 2012 - August 2014)

- Deliver 4th grade ELAR (language arts and reading) instruction and adjust as needed to meet student needs.
- Collaborate with grade-level and content teachers to create lesson plans, address student concerns, and analyze data.
- Create an environment for students to explore and critically think through a variation of collaborative activities.
- Observe and evaluate students' performance, behavior, social development, and physical health.
- Maintain clear learning objectives, behavior expectations, and classroom policies and procedures.

Core Tasks

- Develop, prepare and submit applications.
- Maintain regular contact with the project engineer, city or county project representative, and construction contractors to ensure first-rate project management.
- Daily contact with state agency grant managers for seamless project management.
- Provide project engineers with compliance requirements for TDA funded projects.
- Prepare and process contract documents, invoices, change orders and any other project related documentation.
- Maintain excellent client communication.
- Assist in resolution of issues at the state and federal agencies level.



JILL PHINNEY

Disaster Recovery & Resilience Program Director

CDBG-DR / ARP Areas of Expertise

Monitoring & Compliance

Creation and Maintaining Systems
of Record

Understanding of Action Plan
Amendments

Review of future staffing,
contracts, scoping, and feasibility

Financial Management

Educational & Experience

Bachelor of Science, Business
St. Cloud State University,
Minnesota

Completed the National
Development Council ED101 and
ED201, 2006

FEMA Fundamentals of Grant
Management, 2011

Minnesota Certified Emergency
Manager



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Professional Skills

DISASTER RECOVERY AND RESILIENCE PROGRAM DIRECTOR, LANGFORD COMMUNITY MANAGEMENT SERVICES (JUNE 2019 - PRESENT)

- Provide critical leadership and managerial expertise in delivering multiple operation and programs.
- Expertise centers on ARPA, CDBG-DR, CDBG-MIT, FEMA, HUD, NHTSA, and other state and federal programs.
- Manage the ARPA team and provides guidance and support required for successful project implementation.
- Experienced in disaster recovery, federal procurement, and grant management with the ability to work on current large-scale disaster recovery efforts.
- Provide internal quality oversight and day-to-day operations management.

GRANT MANAGER, STATE OF TEXAS GENERAL LAND OFFICE (GLO), COMMUNITY DEVELOPMENT AND REVITALIZATION INFRASTRUCTURE (JANUARY 2017-JUNE 2019)

- Coordinated, reviewed, evaluated and processed grants at various stages to determine appropriateness of grant expenditures and compliance with requirements and standards.
- Developed Standard Operating Procedures (SOP's) for CDBG-DR infrastructure program.
- Represent the GLO within Hurricane Harvey impacted communities by providing outreach to assist in implementing short term housing needs for Texans.
- Collect, organize, analyze and prepare materials for executive reports, required federal reports, legislative inquiries and public information requests.
- Serve as a liaison and representative for the grant program with the constituents and other entities within assigned communities.
- Monitored, reviewed, and evaluated compliance with grant program policies and procedures, statutes, and rules with support of disaster recovery teams.

FINANCE AND GRANT CONTRACTOR I CITY OF MINNEAPOLIS, OFFICE OF EMERGENCY MANAGEMENT (OEM) (DECEMBER 2014 - DECEMBER 31, 2016)

- Coordinate emergency management activities within the finance function of OEM's executive vision and strategy for sustained and significant change to disaster planning operations.
- Lead, direct, coordinate, evaluate and improve finance and administration functions (including budget development support and grant management and administration).
- Provide guidance and technical assistance to departments for the development of department level continuity of operations plans and assures compliance with enterprise guidance.
- Review budgets and monitor expenditures, proposed budget modifications, manage dollars within guidelines of grants received, and ensure fiscal responsibility.
- Interpret and apply federal and state laws, policies, rules, and requirements including Uniform Grant Guidance (UGG), Uniform Grants Management Standards (UGMS), Office of Management and Budget (OMB) circulars and Code of Federal Regulations (CFR).
- Develop and implement annual plan for Finance section supporting OEM's strategic plan and annual deliverables including assessment of resources needed for plan implementation.

HOMELAND SECURITY AND EMERGENCY MANAGEMENT BUDGET AND GRANT MANAGER I STATE OF MINNESOTA, DEPARTMENT OF PUBLIC SAFETY (JUNE 2007-DECEMBER 2014)

- Worked for the State Administrative Agency (SAA) on FEMA grant programs including the Non- Profit Security Grant Program (NSGP), Urban Area Securities Initiatives (UASI), State Homeland Security Program (SHSP), and Emergency Management Performance Grants (EMPG).
- Serve as the point of contact between the affected federal, state, local and tribal agencies to ensure program requirements are understood and implemented, that federal grant projects receive approval and available funding is secured, and that local grants are initiated in a timely manner.
- Establish, develop, oversee and implement procedures for grant activities and program development, including the creation of sub recipient criteria and scope of work development.

Core Tasks

- Maintain regular contact with the project engineer, the local contact person, and construction contractors
- Provide project engineers with an instruction and forms packet so they know up- front what information is required by the state agency
- Assist in processing all invoices, contracts, and change orders received from the project engineer and contractors,
- Respond to clients in a timely manner
- Predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion
- Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state and federal agencies
- Assist in working with the state and federal agencies to resolve any issues that may arise with your grant application or funded project



ERIN THOMPSON

Disaster Recovery &
Resilience SME
Program Manager



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Professional Skills

Disaster Recovery & Resilience SME Program Manager, Langford Community Management Services, Austin, Texas (June 2019 - Present)

- Work with central Texas cities and counties that suffer damage and loss from federally declared natural disasters.
- Ensure program compliance within all Community Development Block Grant.
- Execute disaster recovery (CDBG-DR) requirements (including federal register requirements).
- Assist municipalities in establishing and maintaining financial processes.
- Obtain and maintain contract copies pertaining to change requests, revisions and attachments.
- Establish and maintain record keeping systems.
- Resolve, monitor and audit findings.
- Resolve municipality third party claims.
- Communicate with the Texas General Land Office (GLO) regarding program compliance and suspected fraud.
- Complete draw requests for payments and procure supporting documentation.
- Facilitate outreach efforts, application intake, and eligibility review for community residents regarding CDBG - DR funding.
- Manage the HMGP program.
- Facilitate the HMGP team through application preparation project management and compliance requirements for FEMA/TDEM funded projects.

Fundraising Coordinator, Hannah's House San Diego, California (January 2016 - June 2019)

- Attain, create, organize and maintain fundraising opportunities; prospect online and in-person.
- Maintain organizational monetary and in-kind donations.
- Curate donor retention.
- Deploy Classy.org and Network for Good regarding fundraising campaigns, donor tracking.
- Manage CRM and web page/campaign creation.
- Track and provide acknowledgements of donations.
- Create and manage social media accounts.
- Plan major gala/events including venue scouting, securing vendors (catering, photo, specialty desserts, printing and signage, acquiring silent and live auction donation items, floral and decor, live music and DJ services), event set up and break down.
- Deploy all aspects of the grant process including research, writing, editing and submission of applications.
- Assisted with securing a total of \$559,676 in private foundation grant funding (2016 - 2019).

Training

- Nonprofit Management Solutions: Mindful Manager Series, 10 Course Program (February 2019).
- University of San Diego: Nonprofit Academy, Operational Efficiency and Grant Collaboration (August 2018).
- Nonprofit Management Solutions: Development Director Learning Group (April 2018).

Core Tasks

- Develop, prepare and submit applications.
- Maintain regular contact with the project engineer, city or county project representative, and construction contractors to ensure first-rate project management.
- Ensure daily contact with state agency grant managers for seamless project management.
- Provide project engineers with compliance requirements for GLO/HMGP funded projects.
- Prepare and process contract documents, invoices, change orders and any other project-related documentation.
- Maintain excellent client communications.
- Predict potential project delays while providing assistance to mitigate potential issues early in the project.
- Chart critical paths for timely project completion.
- Assist in reviewing workable solutions to resolve unexpected cost overruns.
- Prepare required state agency reports.
- Ensure environmental compliance is met before, during and after project development and construction.
- Assist in resolution of issues at state and federal agencies.

CDBG-DR Areas of Expertise

Monitoring and Compliance

Creation and Maintaining
Systems of Record

Understanding of Action Plan
Amendments

Financial Management

Federal Procurement

Education and Experience

Bachelor of Arts, Microbiology
University of California - Davis

Notary Public- State of Texas

TDA Implementation Workshop,
TxCDBG Grants Certification

Fundamentals of Grant
Management FEMA, Emergency
Management Institute
Certification

Federal register Notice of Funds
Available (NOFA) Certification





JESSICA DAIDONE

Senior Disaster
Recovery & Resilience
Grant Manager

CDBG-DR Areas of Expertise

Monitoring & Compliance

Creation and Maintaining Systems
of Record

Understanding of Action Plan
Amendments

Financial Management

Federal Procurement

Educational & Experience

Austin Community College
Associates of General Studies
(Anticipated Completion 2022)

9 Years of Experience

Fundamentals of Grant
Management FEMA Certification



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Professional Skills

Senior Disaster Recovery & Resilience Grant Manager, Langford Community Management Services, Austin, Texas (December 2013 - Present)

- Assist with writing competitive grants on behalf of rural cities and counties throughout the State of Texas.
- correspond and submit grant applications to the appropriate federal and/or state agency with a primary focus within the following agencies: Texas Department of Rural Affairs, Texas Department of Rural Affairs - Disaster Recovery Division; Texas Department of Agriculture; Texas Parks & Wildlife Department; Texas Historical Commission; Texas Department of Economic Development; Texas Department of Transportation; as well as private entities such as HNTB.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.
- Collaborate with communities and their public works, parks, and economic development programs to develop plans and strategies which better assist them in meeting the needs of their community.
- Assist with preparing Environmental Review Records (ERR) for Texas Department of Agriculture's Office of Rural Affairs' Community Development projects administered by Langford and the General Land Office.
- Coordinate with the Texas Historical Commission, Texas Coastal Program, United States Fish and Wildlife Service, Texas Parks and Wildlife Department, Environmental Protection Agency, Texas Department of Agriculture, engineers, administrator and Grantee staff.

Workshops and Training

- The Office of Rural Affairs Implementation Workshops
- The Office of Rural Affairs TxCDBG Administrator Certification Workshops Texas Municipal League Annual Conference
- HUD Foundations in Environmental Review Training Workshop
- TDHCA Environmental Review and Clearance for Single Family Housing Construction Projects
- Texas Capital Fund Downtown Revitalization and Main Street Implementation and Application Workshops TxCDBG Implementation Manual Training

Core Tasks

- Application development, preparation, and submission.
- Maintain regular contact with the project engineer, City or County project representative, and construction contractors to ensure exceptional project management.
- Daily contact with state agency grant managers for seamless project management.
- Provide project engineers with compliance requirements for GLO funded projects.
- Prepare and process contract documents, invoices, change orders and any other project related documentation.
- Maintain excellent client communication.
- Predict potential project delays while providing assistance to mitigate these potential issues early in the project.
- Charting critical paths to timely project completion.
- Assist in reviewing workable solutions to resolve unexpected cost overruns.
- Preparing required State Agency reports.
- Ensuring environmental compliance is met before, during and after project development and construction.
- Assist in resolution of issues at the state and federal agencies level.



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JUSTIN MEYER

GLO Grant Manager

CDBG-DR Areas of Expertise

Monitoring & Compliance

Creation and Maintaining
Systems of Record

Financial Management

Federal Procurement

Educational & Experience

Bachelor of Business
Administration – Management
University of Houston – Victoria

Associate of Science –
Mathematics Victoria College



Professional Skills

GLO Grant Manager, Langford Community Management Services Austin Texas (June 2021 – Present)

- Detailed involvement with central Texas Cities and Counties who suffer damage and loss from federally declared natural disasters.
- Ensure program compliance within all Community Development Block Grant – Disaster Recovery, Mitigation and Supplemental requirements including current Federal Register Reqs.
- Assist Municipalities in establishing and maintaining financial processes.
- Collect and maintain copies of contracts pertaining to change requests, revisions and attachments.
- Establish and maintain record keeping systems; Resolution of monitoring and audit findings; Resolution of Municipality third party claims.
- Intimate communication with the Texas General Land Office (GLO) regarding program compliance and suspected fraud.
- Completion of draw request for payments and procuring supporting documentation.
- Facilitate outreach efforts, application intake and eligibility review for community residents regarding GLO CDBG funding.

Administrative Assistant – Karnes County Judge's Office Karnes City, Texas (February 2018 – June 2021)

- Schedule, create and prepare all Commissioners Court documents for Court Agendas.
- Grant Administrator Specialist – (Texas General Land Office: CDBG-DR, Downtown Revitalization, FAST Grant, Community Development Fund; Texas Water Development Board, Texas Department of Public Housing, Texas Department of Emergency Management, Texas Department of Transportation – County Transportation Infrastructure Fund)
- Administrator of the Karnes County Food Bank and responsible for the management and recordkeeping of all monthly distribution with the San Antonio Food Bank.
- Oversee special projects and general project management for Karnes County.
- Manage the Karnes County website, job postings and other materials on the website as needed.
- Manage and oversee all official advertisements and social media accounts for Karnes County (including Facebook, Facebook Live interviews, YouTube, Zoom meetings and all publications).

City Councilman – City of Kenedy, Texas Kenedy, Texas (May 2018 – November 2020)

- Community leader that manages the city's financial operations while protecting the welfare of the city and its inhabitants.
- Evaluate and vote for the best qualified decisions for the longevity of the City of Kenedy on various zoning matters, oversee city agencies and economic development.
- Directing the enforcement of city ordinances.
- Hire and evaluate the City Manager, City Police Chief and appointment of the City Secretary.
- Responsible for the development and adoption of the City Budget.
- Adopt master plans for water, wastewater, storm drainage, parks, municipal facilities to guide the City's future development of critical infrastructure.
- Establish policies for the effective and efficient delivery of municipal services to the City.

Core Tasks

- Application development, preparation, and submission.
- Maintain regular contact with the project engineer, City or County project representative, and construction contractors to ensure exceptional project management.
- Daily contact with state agency grant managers for seamless project management.
- Provide project engineers with compliance requirements for GLO/HMGP funded projects.
- Prepare and process contract documents, invoices, change orders and any other project related documentation.
- Maintain excellent client communication.
- Predict potential project delays while providing assistance to mitigate these potential issues early in the project.
- Charting critical paths to timely project completion.
- Assist in reviewing workable solutions to resolve unexpected cost overruns.
- Preparing required State Agency reports.
- Ensuring environmental compliance is met before, during and after project development and construction.
- Assist in resolution of issues at the state and federal agencies level.



**KATHLEEN
WHITECOTTON**

GLO Grant Manager

CDBG-DR Areas of Expertise

Monitoring & Compliance

**Creation and Maintaining Systems
of Record**

Financial Management

Federal Procurement

Educational & Experience

**Bachelor of Business
Administration -
Interdisciplinary Business
Tarleton State University,
Stephenville Tx**

SHRM-CP Certification, 2016

**SHRM Certification Class
University of Texas, Austin Tx**



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Professional Skills

GLO Grant Manager, Langford Community Management Services Austin, Texas (June 2022 - Present)

- Work with central Texas cities and counties that suffer damage and loss from federally declared natural disasters.
- Ensure program compliance within all Community Development Block Grant.
- Execute disaster recovery (CDBG-DR) requirements (including federal register requirements).
- Assist municipalities in establishing and maintaining financial processes.
- Obtain and maintain contract copies pertaining to change requests, revisions and attachments.
- Establish and maintain record keeping systems.
- Resolve, monitor and audit findings.
- Resolve municipality third party claims.
- Communicate with the Texas General Land Office (GLO) regarding program compliance and suspected fraud.
- Complete draw requests for payments and procure supporting documentation.
- Facilitate outreach efforts, application intake, and eligibility review for community residents regarding CDBG - DR funding.

Human Resource Manager, Venture Energy Services Gillett, Texas (May 2011 - May 2022)

- Serve as HR management team to oversee HR processes and projects concerning, benefits, open enrollment, internal staffing, recruiting support, and support of company initiatives and HR strategy.
- Represent many roles beyond HR including billing agent, office manager, and customer services.
- Provide HR leadership through periods of rapid growth and downturns to match company strategy
- Administered, processed, maintained company benefit programs including health plans, short and long-term disability, 401K, COBRA, leaves of absence
- Analyzed and evaluated services, coverage and options available through insurance companies to determine programs best meeting needs of organization
- Facilitate all onboarding processes - monitoring the status of background and drug screens, offer letter, and benefit enrollments to all incoming employees across three South Texas locations.
- Manage unemployment claims and appeals
- Act as point of contact and resource for employee relations and customer service.
- Collaborate with customer department foreman to customize billing process resulting in retaining relationship and vital future work
- Orchestrate and managed phone, network, and IT needs for new building project allowing a streamline transition of our office

Legal Secretary/Receptionist, Oxford Law Office Stephenville, Texas (2009-2011)

- Maintained scheduling, answering phones, and case follow ups.
- Acted as Notary Public
- Strong time management skills applied to handle time sensitive cases
- Conserve attorney's time by drafting letters and legal documents, routing and organizing client correspondence

Abstractor, King Abstract Company Stephenville, Texas (2004 - 2009)

- Research public records, copy or summarized recorded documents which affect condition of title property and present report to title examiner for review and approval.
- Analytical skills used to research relevant title documents
- Collaborate with team leader to translate physical filing records into digital copies to reduce space and stay in compliance

Core Tasks

- Develop, prepare and submit applications.
- Maintain regular contact with the project engineer, city or county project representative, and construction contractors to ensure first-rate project management.
- Ensure daily contact with state agency grant managers for seamless project management.
- Provide project engineers with compliance requirements for GLO/HMGP funded projects.
- Prepare and process contract documents, invoices, change orders and any other project-related documentation.
- Maintain excellent client communications.
- Predict potential project delays while providing assistance to mitigate potential issues early in the project.
- Chart critical paths for timely project completion.
- Assist in reviewing workable solutions to resolve unexpected cost overruns.
- Prepare required state agency reports.
- Ensure environmental compliance is met before, during and after project development and construction.
- Assist in resolution of issues at state and federal agencies.



BRIANA GIBBS

ARPA Grant Manager

ARP / DR Areas of Expertise

Monitoring & Compliance

Creation and Maintaining Systems of Record

Financial Management

Educational & Experience

Bachelor of Business
Administration - Accounting
University of Houston, Victoria



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Professional Skills

ARPA Grant Manager, Langford Community Management Services February 2021- Present

- Ensure program compliance within the American Rescue Plan funding.
- Assist Municipalities in establishing and maintaining financial processes.
- Obtain and maintain copies of contracts pertaining to change requests, revisions and attachments.
- Establish and maintain record keeping systems.
- Facilitate outreach efforts, application intake, and eligibility review for community residents regarding ARP funding.

Case Manager, Absolute Legal Solutions February 2016 - January 2021

- Facilitate retrieval of records for attorneys by drafting, sending and following up on requests.
- Foster and maintained a good relationship with clients.
- Communicate with different provider offices across US to ensure requests were processing and completed in a timely manner.
- Train several new employees on various portions of the record retrieval processes.
- Assist in processing vendor invoices for payment.
- Cross train in most aspects of the process and was able to cover each position when needed.

Bank Teller, Prosperity Bank March 2014 - January 2016

- Quickly and accurately processed customer transactions.
- Maintain a balanced cash drawer.
- Respond to customer inquiries and requests.
- Greet customers by name and maintained a working relationship.
- Follow bank policies and procedures.

Core Tasks

- Maintain regular contact with the project engineer, the local contact person, and construction contractors.
- Provide project engineers with an instruction and forms packet so they know up- front what information is required by the state agency.
- Assist in processing all invoices, contracts, and change orders received from the project engineer and contractors.
- Respond to clients in a timely manner.
- Predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion.
- Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state and federal agencies.
- Assist in working with the state and federal agencies to resolve any issues that may arise with your grant application or funded project.





KAREN WALKER

HOME Program Director



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Professional Skills

Langford Community Management Services, Austin Texas HOME Program Director (November 2012 - Present)

- Write, review and administer competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Responsible for the correspondence and submission of grant applications to the appropriate federal and/or state agency with a primary focus within the following agencies: Texas Department of Housing and Community Affairs – HOME Program and Housing Trust Fund; and Texas Historical Commission.
- Oversee financial management, monitor construction and engineering activities for grantees.
- Oversee and process certified payrolls for community projects.
- Conduct public hearings for grant programs at city council and commissioner's court meetings as needed.
- Ensure communities we represent comply with applicable State and Federal rules and regulations from application through administration.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.
- Collaborate with communities and their public works, parks, and economic development programs to develop plans and strategies which better assist them in meeting the needs of their community.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain mortgage loan originator continuing education courses.

Home Program Areas of Expertise

Monitoring & Compliance

Creation and Maintaining
Systems of Record

Environmental Management

Homeowner Application

Management & Oversight

Construction Project
Management

Financial Management

Educational & Experience

Entrepreneurial Business
Ownership

Franchise Upstart

9 Years of Experience with TDHCA
Home Program

Mortgage Loan Originator
(RMLO) License # 1209925
LCMS License # 630095

Core Tasks

- Manage cities and counties Home Program
- Manage and update homeowner
- Perform environmental reviews
- Prepare files for funding
- Manage and oversee each home construction
- Prepare close out documents
- Meet all audit monitoring and audit requirements





LACIE KOSKA

HOME Program
Grant Manager



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Professional Skills

Langford Community Management Services, Austin Texas HOME Program Grant Manager (May 2019 - Present)

- Manage and administer the construction of TDHCA funded HOME program homes.
- Responsible for correspondence regarding grant projects to the appropriate federal and/or state agency with a primary focus within the following agencies: Texas Department of Housing and Community Affairs – HOME Program and Housing Trust Fund; and Texas Historical Commission.
- Oversee financial management, monitor construction and engineering activities for grantees. Program eligibility specialist: accept applications, process, and enter HOME program applicant information into the TDHCA Housing Contract System.
- Conduct public hearings for grant programs at city council and commissioner's court meetings as needed.
- Ensure communities we represent comply with applicable State & Federal rules and regulations from application through administration.
- Attend trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.
- Collaborate with communities to develop plans and strategies which better assist them in meeting the needs of their community.
- Research and Prepare Environmental Review Records (ERR) for Texas Department of Agriculture's Office of Rural Affairs' Community Development projects administered by Langford and the General Land Office.
- Assist in Publishing of Public Notices; Coordination with the Texas Historical Commission, Texas Coastal Program, United States Fish and Wildlife Service, Texas Parks and Wildlife Department, Environmental Protection Agency, Texas Department of Agriculture, engineers, administrator and Grantee staff.

Home Program Areas of Expertise

Monitoring & Compliance

Creation and Maintaining
Systems of Record

Environmental Management

Homeowner Application

Management & Oversight

Construction Project
Management

Financial Management

Educational & Experience

Bachelor of Science,
Sam Houston State University

3 years of Experience

Mortgage Loan Originator
(RMLO) License # 1893297
LCMS License # 630095

Core Tasks

- Manage cities and counties Home Program.
- Manage and update homeowner.
- Perform environmental reviews.
- Prepare files for funding.
- Manage and oversee each home construction.
- Prepare close out documents.
- Meet all audit monitoring and audit requirements.





PAULA RODRIGUEZ

Senior TWDB & EDA
Grant Manager

Areas of Expertise

TDA
TWDB
TDHCA
USDA
TxDOT

Educational & Experience

Bachelor of Science,
Texas A&M University

Master of Education,
Texas A&M University

Certified Floodplain Manager



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Professional Skills

Senior TWDB & EDA Grant manager, Langford Community Management Services Harlingen, Texas (January 2018 - Present)

- Assist Texas communities, but focusing extensively in South Texas counties and communities, with the identification of needs and the preparation, submission and administration of loans and grants through local, state, or federal agencies.
- Oversee the financial management of the projects.
- Monitor and coordinate construction and engineering activities.
- Attend public hearings, city council and commissioner's court meetings.
- Provide support and information to the communities and ensure that all State and Federal rules and regulations are met throughout the loan/grant process from initial application through loan/grant closeout.
- Attend trainings and workshops to keep up to date on all rules and regulations for each loan and grant program.

Capital Programs Director and Planning Director City of La Feria, Texas (January 2012 - December 2017)

- Assist the City Manager with the general function of the city government, working in planning and zoning, community development, project management and coordination, comprehensive planning, hazard mitigation planning, housing development, subdivision review, and code enforcement.

Communities Programs Loan Specialist, USDA Rural Development Edinburg, San Benito, Raymondville, Rio Grande City, and McAllen, Texas (February 1980 - December 2011)

- Work exclusively with all rural South Texas communities providing information, assistance, and guidance for water, wastewater, community facilities, and rural housing loan and grant programs.
- Serve as an Area Environmental Specialist, assisting communities in the completion of the environmental review process for their projects.

Training:

- Texas Department of Agriculture Grant Application and Implementation Workshops
- Texas Department of Housing and Community Affairs Grant Administration Workshops Texas Municipal League Conferences
- Texas Floodplain Management Association Continuing Education Workshops

Core Tasks

- Maintain regular contact with the project engineer, the local contact person, and construction contractors.
- Provide project engineers with an instruction and forms packet so they know upfront what information is required by the state agency.
- Assist in processing all invoices, contracts, and change orders received from the project engineer and contractors.
- Respond to clients in a timely manner.
- Predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion.
- Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state and federal agencies.
- Assist in working with the state and federal agencies to resolve any issues that may arise with your grant application or funded project.



SUELLEN JORDAN

Senior Hazard Mitigation
Grant Manager

HMGP Areas of Expertise

Project/Staff Management
Operational Efficiency
Planning/Organizing
Time Line Management
Sales/Customer Service
Marketing Support
Client Satisfaction/Retention
Systems Oriented

Educational & Experience

Bachelor of Fine Arts
Sam Houston State University



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Professional Skills

Senior Hazard Mitigation Grant Manager, Langford Community Management Services, Austin, Texas (August 2015 to Present)

- Write, review and administer competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Responsible for the correspondence and submission of grant applications to the appropriate federal and/or state agency with a primary focus within the following agencies: FEMA Hazard Mitigation Assistance (HMA); Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA), Fire Mitigation Assistance (FM), and Building Resilient Infrastructure and Communities Grant (BRIC).
- Oversee financial management, monitor construction and engineering activities for grantees.
- Conduct public hearings for grant programs at city council and commissioner's court meetings as needed.
- Ensure communities we represent comply with applicable State & Federal rules and regulations from application through administration.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.
- Collaborate with communities and their public works, parks, and economic development programs to develop plans and strategies which better assist them in meeting the needs of their community.

Hacienda del Lago (HdL), Austin Texas (2008 to 2015)

- Built HdL Wedding Venue and Vacation business from zero to \$160,000 per year with total revenues of over \$500,000.
- Performed sales, marketing, operations, and event planning roles to book and execute over 280 vacations/weddings/ receptions.
- Managed a crew of six to maintain 10-acre property, main house, tent and grounds.
- Provide sales and marketing for both vacation and wedding venue, as main sales agent, fielded thousands of incoming phone and email inquiries, and conducted hundreds of property showings for prospective clients.
- As a certified wedding planner provided private planning services for couples including designing and installing decor, site layouts, and event timeline and flow.
- Execute client contracts, and consultations on client/vendor agreements.

Volente Fire Department (VFD), Volente, Texas (2001 to 2019)

- VFD Board member and Secretary
 - Attend and record all Board meeting minutes and submit to VFD board as required by law.
- 2004 to 2011: ESD 14
 - Treasurer-Budgeted/managed tax payer dollars up to \$1 million to fund operations of the Volente Fire Department.
- 2003 to 2010: VFD Assistant Fire Chief
 - Responsible for administrative support for VFD.
 - Represented VFD at monthly CAFCA meetings.
 - Consulted with Fire Chief on department issues and acted on his behalf in his absences as required.
- 2001 - 2009: EMT-B First Responder
 - Ran over 680 medical and fire emergency calls in the Volente area and was awarded the prestigious National Phoenix Life Saving Award in 2009.

Dell, Inc, Austin Texas (1988 to 1998)

Senior Logistics Manager – Dell employee number 600, was promoted through 4 positions during Dell's explosive growth period. Positions included accounts payable, logistics, procurement, and logistics management.

- Managed a five-person logistics team to coordinate efforts of 150+ Dell personnel.
- Created methodology for transportation vendor selection, contracting and management resulting in extensive reduction in freight costs. Methodology also included streamlining delivery of raw materials to warehouse and delivery of finished goods to end user.
- Pioneered and debugged the computer industry's first Just-in-Time (JIT) logistics program. Established and managed lost/stolen computer/parts claims procedures, re-inventing the claims reimbursement process with vendors such as FedEx, UPS, and Airborne Express.

Core Tasks

- Maintain regular contact with the project engineer, the local contact person, and construction contractors.
- Provide project engineers with an instruction and forms packet so they know up- front what information is required by the state agency.
- Assist in processing all invoices, contracts, and change orders received from the project engineer and contractors.
- Respond to clients in a timely manner.
- Predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion.
- Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state and federal agencies.
- Assist you in working with the state and federal agencies to resolve any issues that may arise with your grant application or funded project.



JENNIFER BOYD

Hazard Mitigation Grant Manager

HMGP Areas of Expertise

Project Management
Operational Efficiency
Planning/Organizing
Time Line Management
Sales/Customer Service
Marketing Support
Client Satisfaction/Retention
Systems Oriented

Educational & Experience

Bachelor of Arts in Business
Southwestern University, 2012
Georgetown, Texas

Focus in International Business
and
Business Writing
Imperial College London, Fall
2008
London, UK



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Professional Skills

Hazard Mitigation Grant Manager, Langford Community Management Services (February 2022 - Present)

- Write, review and administer competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Responsible for the correspondence and submission of grant applications to the appropriate federal and/or state agency with a primary focus within the following agencies: FEMA Hazard Mitigation Assistance (HMA); Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA), Fire Mitigation Assistance (FM), and Building Resilient Infrastructure and Communities Grant (BRIC)
- Oversee financial management, monitor construction and engineering activities for grantees.
- Conduct public hearings for grant programs at city council and commissioner's court meetings as needed. Insure communities we represent comply with applicable State & Federal rules and regulations from application through administration.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.
- Collaborate with communities and their public works, parks, and economic development programs to develop plans and strategies which better assist them in meeting the needs of their community.

Hazard Mitigation Specialist, Texas Division of Emergency Management (January 2022 - February 2022)

- Develop and conduct hazard mitigation grant trainings and workshops for internal and external clients.
- Serve as a Subject Matter Expert on HMA grants within TDEM.
- Examine project and application data sets to identify and analyze trends.
- Review and finalize applications for HMGP and BRIC grants for submission to FEMA.

Hazard Mitigation Coordinator, Texas Division of Emergency Management (August 2020 - December 2021)

- Review hazard mitigation grant applications for accuracy and completeness.
- Monitor programmatic and financial compliance with applicable laws, regulations, policies, and procedures.
- Evaluate and determine eligibility of HM grant modifications (e.g., budget and scope of work).
- Work with FEMA and local communities to resolve Requests for Information (RFIs).

Management Consultant, Langford Community Management Services (July 2019 - August 2020)

- Write, review, and manage hazard mitigation grants on behalf of communities throughout the State of Texas: Specialization in FEMA's Hazard Mitigation Grant Program (HMGP).
- Ensure compliance with federal and state laws for contractual terms and conditions by monitoring and analyzing inter-local agreements, contracts, and subcontract expenses and activities.
- Oversee financial management and monitor construction/engineering activities for grantees.
- Travel throughout the state to meet with City and County administration regarding hazard mitigation projects; represent Langford in City Council and Commissioners Court meetings.

WORKSHOPS and TRAININGS

- FEMA E/L-212- Hazard Mitigation Assistance: Developing Quality Application Elements, 2018 & 2022
- FEMA E/L-213 - Hazard Mitigation Assistance: Application Review and Evaluation, 2019
- G-318 - TDEM Local Mitigation Planning Workshop, 2020

Core Tasks

- Maintain regular contact with the project engineer, the local contact person, and construction contractors.
- Provide project engineers with an instruction and forms packet so they know up- front what information is required by the state agency.
- Assist in processing all invoices, contracts, and change orders received from the project engineer and contractors.
- Respond to clients in a timely manner.
- Predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion.
- Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state and federal agencies.
- Assist in working with the state and federal agencies to resolve any issues that may arise with your grant application or funded project.



CHARLES REAGAN

Hazard Mitigation Grant Manager

HMGP Areas of Expertise

Project/Staff Management

Operational Efficiency

Planning/Organizing

Time Line Management

Sales/Customer Service

Client Satisfaction/Retention

Systems Oriented

Educational & Experience



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Professional Skills

Hazard Mitigation Grant Manager, Langford Community Management Services, Austin, Texas | October 13, 2021 - Present

- Write, review and administer competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Responsible for the correspondence and submission of grant applications to the appropriate federal and/or state agency with a primary focus within the following agencies: FEMA Hazard Mitigation Assistance (HMA); Hazard Mitigation Grant Program (HMGP), Fire Mitigation Assistance (FM), and Building Resilient Infrastructure and Communities Grant (BRIC).
- Oversee financial management, monitor construction and engineering activities for grantees.
- Conduct public hearings for grant programs at city council and commissioner's court meetings as needed.
- Ensure communities we represent comply with applicable State & Federal rules and regulations from application through administration.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.
- Collaborate with communities and their public works, parks, and economic development programs to develop plans and strategies which better assist them in meeting the needs of their community.

Mitigation Grant Coordinator, Texas Department of Emergency Management Austin, Texas | December 27, 2010 - July 31, 2021

- Review and draft response letters for Notices of Intent submitted by jurisdictions statewide for eligibility prior to application development.
- Present Application Briefings.
- Assist jurisdictions with application development for Presidentially Declared Disasters.
- Perform project management duties for assigned jurisdictions in TDEM Regions.
- Skilled in complex grant development, coordination, and administration.
- Prepare, maintain, and report grant status.
- Coordinate and evaluate grant applications to determine appropriateness of grant including compliance with requirements and standards
- Serve as a liaison between jurisdictions and the state or federal government.
- Experienced in training of others.
- Work under general supervision, with moderate latitude for the use of initiative and independent judgment.
- Demonstrate knowledge of laws and regulations pertaining to grants, contract administration, business administration principles and practices, and of research and budgeting processes.
- Skilled in grant preparation, development, evaluation, and monitoring; in report writing; in budget development; and in the use of a computer and applicable software.
- Ability to interpret guidelines, policies, procedures, and regulations; to evaluate fiscal data for reasonableness, necessity, and conformity with grant requirements.
- Demonstrate ability to communicate effectively.
- Research and identify concerns with grant scope of work, budgets, and other application components.
- Prepare grant closeout materials to close grants at FEMA.

Core Tasks

- Maintain regular contact with the local contact person, the project engineer, and construction contractors.
- Provide local contact, project engineers, and construction contractors with an instruction and forms packet so they know up-front what information is required by the state agency.
- Assist in processing all invoices, contracts, and change orders received from the project engineer and contractors.
- Respond to clients in a timely manner.
- Predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion.
- Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state and federal agencies.
- Assist in working with the state and federal agencies to resolve any issues that may arise with your grant application or funded project.



KELLEY BAUER

Senior Labor
Standards Specialist

Labor Areas of Expertise

Davis-Bacon Act

Monitoring & Compliance

**Creation and Maintaining
Systems of Record**

Accuracy

Payroll Monitoring

Educational & Experience

**TDA - Certified to Administer
TxCDBG contracts, 2021**

**TDA - Certified to Administer
TxCDBG contracts, 2019**



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Professional Skills

Senior Labor Standards Specialist, Langford Community Management Services, Austin, Texas (2018 - Present)

- Provide proper Davis-Bacon wage decision rates for bid process and incorporation into construction contracts.
- Apply Davis-Bacon requirements properly.
- Review weekly payrolls for the duration of a project, and investigate/resolve potential violations.
- Provide Labor Standards support to our clients.
- Monitor Labor Standards compliance by conducting onsite interviews with construction workers, review payroll reports, and confirm that the Davis-Bacon wage decision and DOL's "Notice to All Employees" are posted at the job site.
- Oversee any enforcement actions that may be required.

Production Floor Lead, Stealth Products Burnet, Texas (2009- 2018)

- Inventory of hardware – In charge of inventory control and prioritizing hardware shortages for the machine shop to schedule production.
- Quality Control – Ensure all outgoing hardware packages and wheelchair assemblies were completed according to the build of materials.
- Oversee production orders according to specs.
- Design assembly specs for hardware builds.

Core Tasks

- Maintain regular contact with construction contractors.
- Demonstrate a full understanding of the priorities, goals, and objectives of the Labor Standards department. Utilizing this understanding to make independent decisions and as part of the group decision making process, coordinating with project administrator to ensure Labor Standards compliance.
- Respond to clients in a timely manner.
- Demonstrate an ability to identify and minimize risks and liabilities associated with pertinent federal, state, and local labor standards compliance. Resolves issues and refers more complex issues to supervisory staff.
- Predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion.



SHAUNA COSPER

Labor Standards Specialist



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Professional Skills

Labor Standards Specialist, Langford Community Management Services Austin, Texas (July 2012 - Present)

- Write, review and administer competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Responsible for the correspondence and submission of grant applications to the appropriate federal and/or state agency with a primary focus within the Texas Department of Agriculture.
- Oversee financial management, monitor construction and engineering activities for grantees.
- Oversee and process certified payrolls for community projects. Ensure communities we represent comply with applicable State & Federal rules and regulations from application through administration.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.
- Provide proper Davis-Bacon wage decision rates for bid processes and incorporation into construction contracts.
- Review of weekly payroll for the duration of a project, and investigate/resolve potential violations.
- Provide Labor Standards support to our clients; monitor Labor Standards compliance by conducting onsite interviews with construction workers, review payroll reports, and confirm that the Davis-Bacon wage decision and DOL's "Notice to All Employees" are posted at the job site.

Restaurant Manager, My Friend's Place Deli Duluth, Georgia (June 2004 - December 2010)

- Manage different areas of restaurant operations such as customer relations, vendor relations and inventory control.
- Specialized in training and motivating staff regarding their work and responsibilities.
- Ensure provision of service in terms of order accuracy and time management.
- Ensure smooth coordination between the back-end and front-end activities.
- Monitor procurement, storage, preparation, cooking, handling, and serving of food.
- Maintain a clean and safe environment.

Shipping Coordinator, American Spincast Belton, Texas (February 1996 - December 2003)

- Maintain daily scheduling of pickups with numerous carriers on a daily basis.
- Provide ongoing negotiation of freight carrier contracts to reduce inbound and outbound freight costs.
- Operate forklift, ceiling crane, and floor saw in time critical situations.
- Responsible for daily invoicing of all materials shipped, daily rate quotes to find the fastest cost saving freight move, maintenance and processing of "UPS Online Worldship" shipping and receiving logs.
- Maintain organization of inventory control area, working knowledge of international customs rules and regulations to ensure compliance, documents needed for international shipping and brokerage.
- Ensure record keeping of invoices, bill of lading, work orders, and shop orders.

TDA Areas of Expertise

Monitoring & Compliance

**Creation and Maintaining
Systems of Record**

Financial Management

Educational & Experience

10 Years of Experience

Core Tasks

- Application development, preparation, and submission.
- Maintain regular contact with the project engineer, City or County project representative, and construction contractors to ensure exceptional project management.
- Daily contact with state agency grant managers for seamless project management.
- Provide project engineers with compliance requirements for TDA funded projects.
- Prepare and process contract documents, invoices, change orders and any other project related documentation.
- Maintain excellent client communication.
- Assist in resolution of issues at the state and federal agencies level.





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MELISA DURHAM

Senior
Environmental Specialist

ERR Areas of Expertise

Senior Environmental Specialist, Langford Community Management Services Austin, Texas (August 2013 to Present)

- Prepare Environmental Review Records (ERR) to ensure compliance with the National Environmental Policy Act (NEPA), and other related Federal and state environmental laws. ERRs are compiled for projects administered by Langford, i.e., Texas Department of Agriculture Office of Rural Affairs Community Development Block Grant, Texas General Land Office, Texas Water Development Board, Texas Department of Transportation, Texas Department of Housing and Community Affairs, Texas Parks and Wildlife Department, Federal Emergency Management Agency, and others.
- Publishing of Public Notices; coordination with other agencies, i.e., Texas Historical Commission, Texas Coastal Program, United States Fish and Wildlife Service, Texas Parks and Wildlife Department, Environmental Protection Agency, USDA Natural Resources Conservation Service, and tribes of interest in the project county as identified on the HUD Tribal Assessment Tool.
- Coordination with project engineers, Langford Project Coordinator and Responsible Entity staff to ensure complete and correct information is included in the ERR.
- Assist with writing of competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Correspondence and submission of grant applications to the appropriate federal and/or state agency with a primary focus within the following agencies: Texas Department of Rural Affairs, Texas Department of Rural Affairs – Disaster Recovery Division; Texas Department of Agriculture; Texas Parks & Wildlife Department; Texas Historical Commission; Texas Department of Economic Development; Texas Department of Transportation; as well as private entities such as HNTB.
- Continuous trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program.
- Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs.
- Collaborate with communities and their public works, parks, and economic development programs to develop plans and strategies which better assist them in meeting the needs of their community.

Office Manager, Frontera Administrative Services, Inc., Austin, Texas (June 2009 to June 2013)

- Co-managed grant projects funded through the Texas Department of Transportation Border Colonia Access Paving (BCAP), Texas Department of Agriculture Community Development (CDBG), and Texas Water Development Board Economically Distressed Areas Program (EDAP).
- Write, review and administer competitive grants on behalf of rural cities and counties throughout the State of Texas.
- Responsible for the correspondence and submission of grant applications.
- Oversee financial management, monitor construction and engineering activities for grantees.
- Oversee and process certified payrolls for community projects.
- Responsible for the environmental clearance of projects to include the submission and maintenance of the Environmental Review Record for projects as needed.
- Ensure communities we represent comply with applicable State & Federal rules and regulations from application through administration. Continuously attend trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant.

Educational & Experience

WORKSHOPS and TRAININGS

- HUD-sponsored Trainings
- Texas General Land Office-sponsored Trainings
- The Office of Rural Affairs Implementation Trainings
- The Office of Rural Affairs TxCDBG Administrator Certification Trainings
- Texas Municipal League Annual Conferences
- TDHCA Eligibility Training for Affordable Housing Programs
- TDHCA Environmental Review and Clearance for Single Family Housing Construction Projects





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SIERRA ALLEE

Environmental Specialist

ERR Areas of Expertise

Monitoring & Compliance

Creation and Maintaining
Systems of Record

Financial Management

Professional Skills

Environmental Specialist, Langford Community Management Services Austin, Texas | July 2021 - Present

Prepare Environmental Review Records (ERR) for Texas Department of Agriculture's Office of Rural Affairs' Community Development projects administered by Langford and the General Land Office. Assist with writing of competitive grants on behalf of rural cities and counties throughout the State of Texas, and correspondence and submission of grant applications to the appropriate federal and/or state agency with a primary focus within the following agencies: Texas Department of Rural Affairs, Texas Department of Rural Affairs - Disaster Recovery Division; Texas Department of Agriculture; Texas Parks & Wildlife Department; Texas Historical Commission; Texas Department of Economic Development; Texas Department of Transportation; as well as private entities such as HNTB. Continuously attend trainings, seminars, and workshops to keep current on applicable rules and regulations within each grant program. Maintain and build solid working relationships with pertinent governmental agencies that manage grant programs. Collaborate with communities and their public works, parks, and economic development programs to develop plans and strategies which better assist them in meeting the needs of their community. Assist with creating and maintaining comprehensive project documentation, plans, and reports. Assist with monitor project progress, act as a point of contact for the environmental review and communicate project status with clients.

Customer Support Specialist, Outdoorsy Austin, Texas | May 2021 - July 2021

Moving forward I got the opportunity to work for extremely fast paced outdoor travel marketplaces with office all over the world. In this role I got to provide world class experiences with customer s advocated for owners and travelers maintained high level of documentation, and gain a whole new skill set

Cashier/ Cash Office Backup, Whole Foods Market Austin, Texas | April 2020 - May 2021

Due to a pandemic, and the campus being shut down, I moved back to Austin to be near family and finish up my bachelors and was welcomed with open arms at my old place of employment. In this role I have felt more weight as the team leans on my 5 years of experience in store support which has made me an essential part of the team for solving various problems and leading by example.

Cash Office Lead, Whole Foods Market, San Antonio, Texas | December 2018 - May 2020

Pursuing my education to UTSA, I moved to San Antonio and transferred to a Whole Foods Market there, where my cash handling skills and professionalism was quickly noticed and due to the need of the store, I stepped up into the cash office lead position. Here I learned to enter data in POS systems, reconcile and prepare bank deposits, track origins of variances and settle discrepancies.

Cashier, Whole Foods Market Austin, Texas | January 2016 - December 2017

Prior to this, I have held several serving jobs in which I gained knowledge of cash handling and customer service, within this role my people skills have flourished, and I received many "homegrown hospitality badges" for my exemplary service.

Office Assistant/Tour Guide Intern, Austin Sustainable Food Center Austin, Texas | 2015 - 2016

In this role, I leveraged my knowledge from being a vice president in FFA and my passion for urban gardening to get my foot in the door and led tours for children to educate them about sustainable practices within a city, along with carrying out administrative duties for my superiors.

Educational & Experience

Bachelor of Arts - Geography &
Environmental Sustainability
-Minor in Communications
University of Texas at San Antonio

Core Task Include

- Maintain regular contact with the project engineer, the local contact person, and construction contractors
- Provide project engineers with an instruction and forms packet so they know up- front what information is required by the state agency
- Assist in processing all invoices, contracts, and change orders received from the project engineer and contractors
- Respond to clients in a timely manner
- Predict potential project delays and move to mitigate potential issues early in the project, charting critical paths to timely completion
- Assist with ensure NEPA compliance
- Assist in reviewing workable solutions to resolve unexpected cost overruns, changes in construction activities or locations, or other issues that affect your project's eligibility and standing with the state and federal agencies
- Assist in working with the state and federal agencies to resolve any issues that may arise with your grant application or funded project





TERESA SCALAPINO

Office Manager

Areas of Expertise

Planning and Organization

Creation and Maintaining
Systems of Record

Inventory Control

Highly Adaptable

Multi-tasking

Client Relations

Educational & Experience

Associates Degree: Surgical
Technology

TDA Implementation Certification



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Professional Skills

Office Manager, Langford Community Management Services (2018 - Present)

Manage the daily operations of a demanding office. Efficiently direct office support activities including; maintenance, mailing, shipping, ordering of supplies and equipment, deposits, taking care of business cars, assist all employees with any help needed to ensure project success, run all errands needed for business to run smoothly.

- Facilitate the onboarding of new personnel and assist and coordinates IT equipment ordering and set-up.
- Assist coworkers with IT issues and following through with results.
- Fullfill urgent coworker requests for potential clients... proposal processing, proof reading and delivery (both in person and via shipment).
- Distribution of company mail to the appropriate employees.
- Monitor and maintain office supplies inventory.
- Weekly/Daily Deposits
- Organization of company vehicles for employees travel plus all maintenance, repair and registration.
- Assist in the collection and retrieval of documents needed during ongoing the application processes.
- Organizing new administrative contracts for city and county signatures and uploading them into their respective online project files.
- Check state comptroller site daily for processed grant disbursements.
- Assist cities and counties in the renewal/updating of SAM/UEI numbers and sending email reminders when expiration dates are close.
- Assists with document uploads into our online electronic filing system.

Labor and Delivery/Surgery/Surgical Technologist, St. David's Hospital Austin, Texas (1995-2002)

- Assisted physicians with deliveries, c-sections and post-partum tubals
- Assisted nurses with patient care before and after childbirth.
- Rotated through all areas of surgery with concentration in cardiology, gynecology, and general; preoperative, intraoperative and postoperative.

Companion/Aide, Home Health Agency Austin, Texas (1993-1995)

- Provided supervision to clients with mobility problems, insured patient safety throughout the evening.

Medical Assistant to Dr. Phillips Reeves, McCarron and Phillips: Urology Group Austin, Texas (1992-1993)

- Responsible for assisting Doctors and Nurses in providing patient care.
- Record and update medical histories and contact information in patient files
- Perform standard care procedures like drawing blood, checking vitals, collecting lab samples, prepping patients.
- Assist doctors in certain procedures while maintaining patient confidentiality.

Volunteer Service:

- Booster Club President, son's high school tennis team, 2017-2019
- Booster Club President, daughter's gymnastic team, 2012 - 2017
- Church Preschool Teacher, 2006
- Girl Scout Co-Leader, 2004-2009

Core Tasks

- Oversee the day-to-day activities of the office as the main point of contact for mail, errands, supplies, company vehicle assignment and maintenance.
- Maintains office efficiency by planning and implementing office systems, layouts, and equipment procurement.
- Coordinate with IT department on all office equipment.
- Maintain the office condition and arrange necessary repairs.
- Contributes to team effort by accomplishing related results as needed.





KAY LYNN WOLFE

Finance Director

Finance Areas of Expertise

Monitoring & Compliance
Creation and Maintaining
Systems of Record
Financial Management

Educational & Experience

Bachelor of Business
Administration –
Accounting
Texas Tech University

Certified Public
Accountant



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Professional Skills

Langford Community Management Services, Austin, Texas Finance Director (August 2020-Present)

- Assist owner with business structure, organization, and business plan.
- Responsible for optimization of financial performance.
- Prepare including reporting, liquidity, budgeting, payroll, processing transactions.

Honeywell, Arlington, TX

Senior Finance Manager (November 2018 – May 2020)

- Transitioned finance, payroll and human resources to corporate.
- Maintain operations of business during transition and conversion.
- Acquisition team for IT changes and conversions.
- Implementation team to convert existing software and data to Oracle.

Transnorm System Inc, Arlington, TX

Chief Financial Officer (May 2008 - Nov 2018)

President and CEO (Nov 1998 - May 2008)

Controller and Vice President (June 1990 to Nov 1998)

- Responsible for North American operations and finance of global manufacturing company under multiple ownership types.
- Developed process and procedures in manufacturing, operations, human resources, quality, and finance.
- Obtain ISO 9001 certification
- Developed strategies, business plans, organizational structure, budgets, and financial reporting.
- Business growth y-o-y, increased company value and profitability for each owner.

Workshops and Training:

- Annual requirement to obtain 40 hours of continuing education.
- Every 4th year includes ethic training.

Core Tasks

- Assist with strategic Management of business operations.
- Execute and manage the financial strategy.
- Prepare financial documents such as business reports, financial statements and budgets.
- Assist with organization development and policies.
- Responsible for payroll and employee benefits.
- Responsible for financial transactions and functions.





TEXAS DEPARTMENT OF AGRICULTURE
COMMISSIONER SID MILLER

Janell Foster

This is to certify that the above named individual has completed the
Texas Department of Agriculture's
Texas Community Development Block Grant Implementation
Exam And is certified to Administer TxCDBG contracts **for 2022.**

Awarded on **August 21, 2022**

Suzanne Barnard Director for Community Development Block Grant Program



TEXAS DEPARTMENT OF AGRICULTURE
COMMISSIONER SID MILLER

Angela Sifuentes

This is to certify that the above named individual has completed the
Texas Department of Agriculture's
Texas Community Development Block Grant Implementation
Exam And is certified to Administer TxCDBG contracts **for 2022.**

Awarded on **August 19, 2022**

Suzanne Barnard Director for Community Development Block Grant Program



TEXAS DEPARTMENT OF AGRICULTURE
COMMISSIONER SID MILLER

Anna Martin

This is to certify that the above named individual has completed the
Texas Department of Agriculture's
Texas Community Development Block Grant Implementation
Exam And is certified to Administer TxCDBG contracts **for 2022.**

Awarded on **July 26, 2022**

Suzanne Barnard Director for Community Development Block Grant Program



TEXAS DEPARTMENT OF AGRICULTURE
COMMISSIONER SID MILLER

Shauna Cosper

This is to certify that the above named individual has completed the
Texas Department of Agriculture's
Texas Community Development Block Grant Implementation
Exam And is certified to Administer TxCDBG contracts for 2022.

Awarded on August 26, 2022

Suzanne Barnard Director for Community Development Block Grant Program



TEXAS DEPARTMENT OF AGRICULTURE
COMMISSIONER SID MILLER

Kelley Myers

This is to certify that the above named individual has completed the
Texas Department of Agriculture's
Texas Community Development Block Grant Implementation
Exam And is certified to Administer TxCDBG contracts **for 2021.**

Awarded on **January 5, 2021**

Suzanne Barnard Director for Community Development Block Grant Program



TEXAS DEPARTMENT OF AGRICULTURE
COMMISSIONER SID MILLER

Melisa Durham

This is to certify that the above named individual has completed the
Texas Department of Agriculture's
Texas Community Development Block Grant Implementation
Exam And is certified to Administer TxCDBG contracts **for 2021.**

Awarded on **April 13, 2021**

Suzanne Barnard Director for Community Development Block Grant Program



TEXAS DEPARTMENT OF AGRICULTURE
COMMISSIONER SID MILLER

Sierra Allee

This is to certify that the above named individual has completed the
Texas Department of Agriculture's
Texas Community Development Block Grant Implementation
Exam And is certified to Administer TxCDBG contracts for 2022.

Awarded on September 30, 2022

Suzanne Barnard Director for Community Development Block Grant Program



TEXAS DEPARTMENT OF AGRICULTURE
COMMISSIONER SID MILLER

Jessica Daidone

This is to certify that the above named individual has completed the
Texas Department of Agriculture's
Texas Community Development Block Grant Implementation
Exam And is certified to Administer TxCDBG contracts **for 2022.**

Awarded on **May 26, 2022**

Suzanne Barnard Director for Community Development Block Grant Program



TEXAS DEPARTMENT OF AGRICULTURE
COMMISSIONER SID MILLER

Paula Rodriguez


This is to certify that the above named individual has completed the
Texas Department of Agriculture's
Texas Community Development Block Grant Implementation
Exam And is certified to Administer TxCDBG contracts for 2022.

Awarded on October 7, 2022

Suzanne Barnard Director for Community Development Block Grant Program

CONGRATULATIONS

Jessica Daidone

*has successfully completed the U.S. Department
of Housing and Urban Development,
Office of Healthy Homes and Lead Hazard Control* 

VISUAL ASSESSMENT COURSE

pursuant to 24 Code of Federal Regulations Part 35

*Jonnette G. Hawkins
Director, Program Management and Assurance Division
Office of Healthy Homes and Lead Hazard Control*



U.S. Department of Housing and Urban Development



National Center for Rural Road Safety

A Federal Highway Administration Center for Excellence

Certificate of Completion

is hereby granted to

Jessica Bickfod

to certify that he/she has completed to satisfaction the course

Complete Streets for Rural Areas

July 27, 2022 11:00 AM-12:30 PM MST

Instructors: Brooke Struve, Jackson Hotaling, and Jon Kaplan

Jaime L Sullivan

Director, National Center for Rural Road Safety

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

ERIN THOMPSON

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

KT-705
Final Exam for K0705

Issued this 25th Day of March, 2021



Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

JESSICA BICKFORD

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

KT-705
Final Exam for K0705

Issued this 2nd Day of September, 2021



Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency



The Texas Apartment Association

hereby recognizes that

Lacie Koska

has attended the
“Income Determination Training”
on September 8, 2022

This training has been approved for 5.5 hours of Continuing Education Credits by the Texas Apartment Association.

Chris Newton
Executive Vice President



GLENN HEGAR TEXAS COMPTROLLER OF PUBLIC ACCOUNTS

The Texas Comptroller of Public Accounts (CPA) administers the Statewide Historically Underutilized Business (HUB) Program for the State of Texas, which includes certifying minority, woman, and service disabled veteran-owned businesses as HUBs and facilitates the use of HUBs in state procurement and provides them with information on the state's procurement process.

We are pleased to inform you that your application for certification/re-certification as a HUB has been approved. Your company's profile is listed in the State of Texas HUB Directory and may be viewed online at <https://mycpa.cpa.state.tx.us/tpasscmblsearch/index.jsp>. Provided that your company continues to meet HUB eligibility requirements, the attached HUB certificate is valid for the time period specified.

You must notify the HUB Program in writing of any changes affecting your company's compliance with the HUB eligibility requirements, including changes in ownership, day-to-day management, control and/or principal place of business. *Note: Any changes made to your company's information may require the HUB Program to re-evaluate your company's eligibility.*

Please visit our website at <http://comptroller.texas.gov/procurement/prog/hub/> and reference our publications (i.e. Grow Your Business pamphlet, HUB Brochure and Vendor Guide) providing additional information on state procurement resources that can increase your company's chances of doing business with the state.

Thank you for your participation in the HUB Program! If you have any questions, you may contact a HUB Program representative at 512-463-5872 or toll-free in Texas at 1-888-863-5881.

Texas Historically Underutilized Business (HUB) Certificate



Certificate/VID Number:	1742804904700
File/Vendor Number:	059528
Approval Date:	08-DEC-2020
Scheduled Expiration Date:	08-DEC-2024

The Texas Comptroller of Public Accounts (CPA), hereby certifies that

LANGFORD COMMUNITY MANAGEMENT

has successfully met the established requirements of the State of Texas Historically Underutilized Business (HUB) Program to be recognized as a HUB. This certificate printed 11-DEC-2020, supersedes any registration and certificate previously issued by the HUB Program. If there are any changes regarding the information (i.e., business structure, ownership, day-to-day management, operational control, business location) provided in the submission of the business' application for registration/certification as a HUB, you must immediately (within 30 days of such changes) notify the HUB Program in writing. The CPA reserves the right to conduct a compliance review at any time to confirm HUB eligibility. HUB certification may be suspended or revoked upon findings of ineligibility.

*Statewide HUB Program
Statewide Procurement Division*

Note: In order for State agencies and institutions of higher education (universities) to be credited for utilizing this business as a HUB, they must award payment under the Certificate/VID Number identified above. Agencies, universities and prime contractors are encouraged to verify the company's HUB certification prior to issuing a notice of award by accessing the Internet (<https://mycpa.cpa.state.tx.us/tpasscmblsearch/index.jsp>) or by contacting the HUB Program at 512-463-5872 or toll-free in Texas at 1-888-863-5881.

Rev. 06/19



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/15/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Central Insurance Agency 6000 N. Lamar Blvd Austin TX 78752	CONTACT NAME: Jesus Sanchez PHONE (A/C, No, Ext): (512) 451-6551 E-MAIL ADDRESS: jsanchez@centralins.com FAX (A/C, No): (512) 454-0183
INSURED Langford Community Management Services, Inc. 9017 W. Hwy 29, Suite 206 Liberty Hill TX 78642	INSURER(S) AFFORDING COVERAGE INSURER A: Hartford Lloyds INSURER B: Sentinel Ins Co, LTD INSURER C: Travelers Casualty & Surety Co of America INSURER D: INSURER E: INSURER F:

COVERAGES**CERTIFICATE NUMBER:** 22/23 GL WC Prof**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			65SBANN6521	01/09/2022	01/09/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 EPLI \$ 5,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			65SBANN6521	01/09/2022	01/09/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB EXCESS LIAB DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input type="checkbox"/>	N / A	65WBCAT2987	01/09/2022	01/09/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
C	Professional Liability			106982718	09/18/2022	09/18/2023	Occurrence \$2,000,000 Aggregate \$2,000,000 Deductible \$5,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**INSURED'S COPY FOR
INFORMATIONAL
PURPOSES ONLY

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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