



**City of Hesperia**

**PROPOSAL**

**CDBG, CDBG-CV and NSP  
Grants Management and  
Downtown Façade Program Administration**

**April 2020**

**Corporate Headquarters  
10722 Arrow Route, Suite 822  
Rancho Cucamonga, CA 91730**

Telephone ■ (909) 476 - 6006

Fax ■ (909) 476 - 6086



April 23, 2020

City of Hesperia  
Rod Yahnke  
Economic Development Manager  
9700 Seventh Ave.  
Hesperia, CA 92345

**Subject: Proposal for CDBG, CDBG-CV and NSP Grants Management and  
Downtown Façade Program Administration**

Dear Mr. Yahnke:

LDM Associates, Inc. (LDM) is pleased to submit a proposal to provide Community Development Block Grant (CDBG), Community Development Block Grant-COVID-19 (CDBG-CV) and Neighborhood Stabilization Program (NSP) Grants Management consulting services, and Downtown Façade Program Administration services. LDM, along with its affiliate MDG Associates, Inc. (MDG), have been providing high-quality community development consulting services to municipal agencies and private clients for over 34 years.

LDM specializes in the provision of grant management services with an emphasis on U.S. Department of Housing and Urban Development (HUD) Community Planning and Development (CPD) funded programs. In addition to grants management services, LDM also provides administration and implementation services of housing and commercial rehabilitation programs, labor compliance monitoring, urban planning/architectural design, and project management services.

You may contact me at the following address, telephone number or e-mail should you have any questions regarding this proposal:

**LDM Associates, Inc.**  
Rudy E. Munoz, Senior Vice President  
10722 Arrow Route, Suite 822  
Rancho Cucamonga, CA 91730  
(909) 476-6006  
[rmunoz@mdg-ldm.com](mailto:rmunoz@mdg-ldm.com)

If you have any questions regarding this matter, please do not hesitate to call me at your convenience.

Respectfully Submitted,



Rudy E. Muñoz  
Senior Vice President

Enclosure: Proposal

**CITY OF HESPERIA**

**PROPOSAL  
CDBG, CDBG-CV AND NSP GRANTS MANAGEMENT, AND  
DOWNTOWN FAÇADE PROGRAM ADMINISTRATION CONSULTSERVICES**

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## **SECTION I. DESCRIPTION OF FIRM, QUALIFICATIONS, AND EXPERIENCE**

LDM Associates, Inc. (LDM) was established in 1986 and has undergone steady growth since its inception. LDM is a corporation registered in the State of California. In response to our clients' needs, LDM and its affiliate MDG Associates, Inc. (MDG) provide a wide variety of Community Development consulting services including, but not limited to Grants Management; Project Management; Construction Management; Architectural Design; and Labor Compliance Monitoring.

LDM Associates, Inc. is comprised of individuals with a wide variety of expertise including the services specifically requested by the City. Currently, LDM has 28 staff members. Sixteen of the staff members are knowledgeable and experienced in the administration of CDBG, HOME, ESG, NSP and the CalHome Programs in addition to projects funded under these Programs. LDM provides administrative and management services to cities that are seeking a consultant that can act as an extension of their staff and look after the best interest of the City.

LDM is a Veteran-Owned Small Business (VOSB); while its affiliate MDG is a Los Angeles County registered Minority Business Enterprise (MBE) and a State of California registered Small Business (SB).

### **Grants Management:**

LDM provides administration and implementation services for the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), Emergency Solutions Grant (ESG), Community Development Block Grant-Disaster Recovery (CDBG-DR), and Neighborhood Stabilization Programs (NSP). LDM has managed other grants such as State grants (Parks and Recreation, CalHome, State HOME, Prop. 40, etc.), CDBG – Recovery grant, Homeless Prevention and Rapid Rehousing (HPRP) grants. In addition, staff members implement activities funded under the aforementioned programs such as Residential Rehabilitation, Commercial Rehabilitation, and First-Time Homebuyer, Economic Development, Capital Improvement Project Management and Labor Compliance Monitoring and Enforcement Services.

LDM and its affiliate are currently under direct contract with 38 cities and two (2) counties throughout the western United States with funds from HUD totaling approximately 85 million dollars. The services are primarily for the day-to-day implementation of their CPD Programs. For others, LDM provides services on specific tasks such as IDIS input, project monitoring, federal labor standards (Davis-Bacon) compliance, monitoring CDBG/HOME/ESG and NSP grants, preparation of Consolidated Plan/Action Plan, and the preparation of Consolidated Annual Performance and Evaluation Report (CAPER).

The firm maintains an excellent relationship with the local HUD office as well as at the headquarters level (Washington D.C.). Our staff currently provides technical assistance (TA) to grantees throughout the country on behalf of HUD Headquarters through the OneCPD and Community Compass Programs. The technical assistance is provided to states, counties, cities and other HUD funded grantees in conjunction with the CDBG, HOME, and NSP programs as well as the IDIS and DRGR HUD reporting systems.

Our staff has been tasked by HUD Headquarters to provide national training on their behalf to recipients of HUD funds (grantees) as well as HUD Staff. The training has been in the areas of

“Basically CDBG,” Assessment of Fair Housing (AFH), Disaster Recovery Grant Reporting (DRGR), eCon Planning Suite, CPD Maps, and the Integrated Disbursement Information System (IDIS). Our staff has been tasked with providing assistance to grantees through the HUD Resource Exchange Ask a Question (AAQ) program in the areas of CDBG, HOME, and DRGR.

Our staff is knowledgeable in a number of computer programs including all of the Microsoft Office software, Microsoft Project, Adobe programs and AutoCAD. Our staff is fully trained in the use of all required Federal, State and local online reporting databases, including but not limited to the Integrated Disbursement and Information System (IDIS), Disaster Recovery Grant Reporting System (DRGR), Homeless Management Information System (HMIS), Recovery Act Management and Performance System (RAMPS), Performance and Accountability for Grants in Energy System (PAGE), HEROS (Environmental Review Module), and FederalReporting.gov.

### **Housing Rehabilitation:**

LDM along with its affiliate MDG are currently under contract with 15 cities throughout Southern California for the management and implementation of their housing rehabilitation programs, including mobile homes. During the prior year, the firm processed and completed the rehabilitation of approximately 225 residential single-family dwellings and mobile homes. The funds utilized for the implementation of the rehabilitation programs included U.S. Department of Housing and Urban Development (HUD) funds such as CDBG and HOME funds as well as State of California Housing and Community Development (HCD) funds such as State HOME and CalHome funds. Through the years, MDG has developed systems for different types of programs including, but not limited to, emergency repair programs, rental rehabilitation programs, owner-occupied – single family rehabilitation program, and mobile home repair programs. Responsibilities under these programs typically include the overall administration of the program; reviewing applications for eligibility; preparing the environmental review record and clearances where required (California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA)); loan underwriting and loan document preparation for loan based programs; initial, progress and final inspections; responding to contractor questions during the bidding process; construction management and oversight; review and process contractor payment request; and preparing regulatory reports for HUD and HCD.

### **Commercial Rehabilitation:**

During the past 15 years, our firm has been assisting cities in the day-to-day administration and implementation of their Commercial Rehabilitation Programs. During the past five (5) years, we have assisted eight (8) Cities with the rehabilitation of approximately 55 commercial buildings. In addition, we are in the process of setting up two (2) new programs for the Cities of Buena Park and Hesperia. The level of service requested by each City differs, however in most cases we provide the overall administration and implementation services. These include inspection, design services, project management and Davis-Bacon Compliance monitoring.

### **Labor Compliance (Davis-Bacon Act):**

We are currently under contract to provide Labor Compliance services to 13 cities throughout Southern California. This includes both federal Davis-Bacon and State prevailing wage compliance. Our typical scope of work includes review of bid documents for compliance with Federal labor standards and

requirements including Davis-Bacon and Related Acts, Section 3, and DOL regulations; attend pre-construction meeting and present information on Davis-Bacon and Section 3 requirements; review submitted bid documents for compliance; establish and maintain contractor and subcontractor labor files; conduct employee field interviews and document posting compliance; reconcile weekly certified payroll reports and supporting documentation; monitor contractors for Section 3 accomplishments; compile and submit labor standards and related reports to CDC; schedule labor compliance file reviews prior to release of retention funds; and address and resolve any underpayment or deficiency issues.

### **Section 3:**

Our staff is experienced in the implementation of the Section 3 employment, contracting and training requirements. Currently, LDM, along with its affiliate LDM, monitors labor compliance activities on 15 projects with a combined construction value of over \$13 million. Of these projects, ten (10) are Section 3-covered projects with contracts in excess of \$100,000.

## **SECTION II. METHODOLOGY AND PROJECT APPROACH**

### **METHODOLOGY**

LDM implements a team approach for the administration of the HUD entitlement grant programs. This approach allows us to control costs to the City by having lower level staff complete tasks that do not require a senior level staff member to complete. This team approach also allows us to assign individuals with expertise in certain areas to complete those tasks. The work program for each City varies depending on the City's needs. LDM performs a majority of the tasks on-site whenever possible with tasks not requiring our presence at the City being performed from our office.

Over the years, we have developed systems for the administration of CDBG and HOME Programs that include copyright protected documents and forms. If selected, these systems will be offered to the City as part of our services. As a result of these successful systems, we have been selected by HUD Headquarters to develop the CDBG e-Learning system for grantees to use in their implementation of programs.

Our philosophy is that it is our responsibility not only to administer and implement the programs but to provide technical assistance to the City and its subrecipients so they can be successful in achieving their goals while implementing successful programs that benefit the low- and moderate-income residents of the City.

### **PROJECT APPROACH**

LDM proposes to provide service on-site and at its home office as required by the City. We anticipate becoming an extension of City staff and would provide flexible scheduling which meets the needs of the City. In addition, we would make ourselves available to attend City Council meetings as requested by staff. We will make ourselves available during non-scheduled hours should the need arise by providing staff with our cell phone numbers.

#### **Prime Office Location**

##### **LDM Associates, Inc.**

10722 Arrow Route, Suite 822  
Rancho Cucamonga, CA 91730  
Phone: (909) 476-6006  
Fax: (909) 476-6086

### **Project Team/Responsibilities:**

The members of our consulting group proposed to provide direct services are as follows:

#### **Project Team**

Rudy E. Muñoz, Senior Vice President

Tyler Bridges, Vice President of Disaster Recovery

Juan C. Rios, Director

Chris Andrews, Director

Daniel Perez, Senior Associate

Juli Rull, Senior Associate

Marc Hughes, Senior Project Analyst

Other staff members are also available to provide service to the City to ensure the successful implementation of the City's programs.

#### **Proposed Staff Assignments:**

- **CDBG Administration** - Daniel Perez (assisted by Christian Rodriguez; and occasional assistance by Rudy).
- **NSP Closeout** - Tyler Bridges (assisted by David Munoz).
- **CDBG-CV (COVID Funds)** - Chris Andrews (assisted by Christian Rodriguez with occasional assistance by Daniel if the implementation services are needed).
- **Affordable Housing Monitoring** – Juli Rull or Christian Rodriguez (occasional assistance of Bob Kishita).
- **Downtown Façade Program Administration** – Juan C. Rios (assisted by Rudy Munoz).
- **Labor Compliance** – Marc Hughes (assisted by Frank Perez).

The following is a biography on each of the key staff members proposed as part of the Project Team:

**Rudy Muñoz, Senior Vice President** - Mr. Rudy Muñoz is the President and founder of MDG Associates, Inc. and the Senior Vice President of LDM Associates, Inc. With more than 33 years of experience in the community development field, Mr. Muñoz' main focus is on assisting municipalities with all aspects of the administration and implementation of their HUD-funded CPD Programs. These include but are not limited to the Community Development Block Grant (CDBG), HOME Investment Partnership Act (HOME), Neighborhood Stabilization Program (NSP) and Community Development Block Grant – Disaster Recovery (CDBG-DR) programs.

Mr. Muñoz works hand-in-hand with municipalities on the development of implementation strategies and tools that facilitate the management of their CPD programs; providing training for the HUD CPD Programs, and at times implementing the day-to-day functions of the programs. These functions include



all phases of the program implementation from the initial development of Consolidated Plans and Action Plans for the various programs up to the programmatic and financial closeout of projects and grants. His work in grants planning includes over 50 Consolidated Plans, and over 250 Action Plans. He assists grantees in developing HUD mandated Policies and Procedures for the overall management and oversight of the various CPD Programs as well as individual activities funded under these programs such as Housing Rehabilitation, Commercial Rehabilitation, and Homebuyer Programs.

Mr. Muñoz is a Certified HOME Specialist and is a subcontractor to national Technical Assistance (TA) providers through HUD's OneCPD and Community Compass initiatives. Through the initiatives, he has provided TA and training to municipalities throughout the U.S. in the following programs: CDBG, HOME, NSP (1, 2, and 3) and CDBG-DR. Through the initiatives, he has also provided national training and TA in two of HUD's reporting systems; the Integrated Disbursement and Information Systems (IDIS), and the Disaster Recovery Grant Reporting System (DRGR). He is a beta tester for HUD on the Disaster Recovery Grant Reporting system.

In addition, he has provided training and TA through the initiatives in cross-cutting elements including Financial Management Systems (Uniform Administrative Systems), Davis-Bacon and Related Acts (DBRA), and Assessment of Fair Housing (AFH). Because of his fluency in Spanish, he has provided many of the aforementioned training in Spanish for the Commonwealth of Puerto Rico and its municipalities.

Prior to his time with MDG, Mr. Muñoz worked for a number of municipalities in Southern California. Mr. Rudy Muñoz received a Bachelor of Architecture (BArch) from California Polytechnic University in Pomona.

**Tyler Bridges, Vice President-Disaster Recovery** - Tyler Bridges originally joined LDM Associates in 2011 before going to work for HUD Headquarters, returning to LDM in 2019. He currently serves as the Vice-President of Disaster Recovery division. Over the past 10 years he has worked in the public and private sector, primarily on Community Development Block Grant – Disaster Recovery (CDBG-DR) and related U.S. Department of Housing and Urban Development (HUD) Community Planning and Development (CPD) grant programs. In the public sector, he served as a member of the Disaster Recovery and Special Issues (DRSI) division at HUD with a focus on policy, compliance, oversight, and reporting. In the private sector, he has assisted states, counties, and cities with the administration and implementation of multiple HUD CPD grant programs.

Tyler works hand-in-hand with grantees, CPD staff, and Technical Assistance (TA) providers to navigate and overcome challenges arising from the complex regulatory landscape of the CDBG-DR program. Additionally, he brings vast experience and knowledge in the Disaster Recovery Grant Reporting (DRGR) system and is often regarded as one of the top DRGR experts in the county. While at HUD, he was the team lead and primary point of contact for the DRGR system where he managed all aspects including contract management, design, testing and deployment of DRGR releases.

Tyler is the team lead on all Disaster Recovery assignments for LDM and MDG. Through his experience working with dozens of grantees of all sizes, CPD staff at the national and local level, and several

national Technical Assistance (TA) providers through HUD's Community Compass initiative as a HUD employee and subcontractor, Tyler has a proven track record of bringing multiple stakeholders together to identify effective solutions that produce desirable outcomes for communities in need.

Tyler received a Bachelor of Science in City and Regional Planning from the California Polytechnic University in San Luis Obispo.

**Juan C. Rios, Director** - Juan C. Rios joined LDM in 1992 and has been providing oversight and management of the construction and architectural design division of the company. Duties include working and coordinating projects with architects; structural, soils, and mechanical engineers as needed; preparation of design development and construction drawings for commercial and residential rehabilitation projects as required for the specific program in compliance with all applicable building and planning codes. In addition, his duties include the management and implementation of housing and commercial rehabilitation programs funded with State and Federal funds such as Community Development Block Grant (CDBG), HOME, NSP, CalHome, and previous Community Redevelopment Agency (CRA) funds. Under the rehabilitation programs, responsibilities include conducting eligibility review, performing rehabilitation inspections (initial and progress); maintaining applicant files current; preparing scope of work/specifications for required work and cost estimate; prepare bid documents; reviewing bids received; prepare contractor agreements; processing progress and final payments, and process the Notice of Completion. Mr. Rios is bilingual/bi-literate in English and Spanish and is a Certified Building Inspector and a Certified California Notary Public.

Mr. Rios received a Bachelor of Science Architecture from the Universidad ITESO, Guadalajara, Jalisco, Mexico; AutoCAD Certification from Mt. San Antonio College, Walnut, CA; Construction Estimating Certification, Mt. San Antonio College, Walnut, CA.; Lead Renovator, Lead Abatement Worker Certification; and California Residential Building Inspector Certification.

**Chris Andrews, Director** - Over the past ten years, Chris Andrews has supported hundreds of states and cities to design and implement housing and community development programs – primarily through HUD CPD Programs (CDBG, HOME, HOPWA and ESG). Chris has also designed national resources to support grantees more effectively use CDBG-DR resources and provided direct assistance to communities to effectively plan for and implement CDBG-DR resources.

Prior to joining LDM Associates, Chris was the Practice Area Lead for The Cloudburst Group's Community Development team. In this role, Chris oversaw Cloudburst's portfolio of HUD-funded technical assistance projects. Activities ranged from developing guidebooks and training academies to direct technical assistance building the capacity of HUD grantees. Chris also managed Cloudburst's portfolio of direct contracts with states and local governments to develop and implement strategic plans, improve grantee compliance, and revise existing policies and procedures.

Chris led Cloudburst's CDBG-DR and disaster response project teams and activities. His experience ranges from supporting states and regions develop rapid housing strategies immediately following a disaster event to developing and implementing CDBG-DR programs. Most recently, Chris has led HUD's technical assistance team to assist Puerto Rico launch its CDBG-DR program.

A trained planner, Chris has assisted more than 50 grantees over the past 10 years to develop strategic plans, Consolidated Plans, and Analyses of Impediments to Fair Housing Choice. Chris is a national expert in the HUD eCon Planning Suite system and has trained more than 1,000 grantees on the Consolidated Plan process, including the intersection of the Consolidated Plan and IDIS.

At MDG, Chris supports the team's disaster recovery assignments with an emphasis in planning and program implementation. Chris also works closely with communities to support the day to day operations of their HUD CPD programs.

He received a Bachelor of Arts in Economics with emphasis in Public Policy from Colby College, Waterville, ME and a Master of City Planning from the University of California, Berkeley.

**Daniel Perez, Senior Associate** – Daniel joined LDM Associates in 2010 and currently serves as a Senior Associate on the Housing and Community Development team. With more than nine (9) years of experience in the planning and implementation of federal grants including those offered by the U.S. Department of Housing and Urban Development – Office of Community Planning and Development (CPD), Mr. Perez assists municipalities with all aspects of Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME) and Emergency Solutions Grant (ESG) program administration and implementation.

Daniel Perez focuses on the day-to-day implementation of aspects of CPD program administration and compliance, including Consolidated Plan and Action Plan development and implementation, Integrated Disbursement and Information System (IDIS) functionality and management, labor standards enforcement, subrecipient management, monitoring, and capacity building, compliance with federal reporting requirements including the Consolidated Annual Performance and Evaluation Report (CAPER), and all other aspects of program administration, implementation and compliance. Daniel is bilingual/bi-literate in English and Spanish.

The resumes of the key staff members proposed as part of the Project Team are included under the Resumes Section.

### SECTION III. REFERENCES

The following list represents a portion of our current client list for which we provide similar services.

**City of Upland – Liz Chavez, Manager of Development Services**

Services Provided: CDBG Program Technical Assistance; CalHome and RDA funded Housing Rehabilitation Program Implementation (4 separate programs); RDA funded Commercial Rehabilitation Program Implementation; CalHome and RDA funded Homebuyer Assistance Program; Project/Construction Management; Davis-Bacon and Section 3 Compliance; Analysis of Impediments; Planning Services; Analysis of Impediments to Fair Housing (AI); Consolidated Plan/Action Plan/CAPER preparation; affordable housing monitoring.

Date of Contract: 2004 to Present

Phone Number: (909) 931-4146; email address: [lichavez@ci.upland.ca.us](mailto:lichavez@ci.upland.ca.us)

**City of Irvine - Mr. Steve Holtz, Manager of Neighborhood Services**

Services Provided: CDBG/HOME/CDBG-R/HRP Program Administration and Technical Assistance; Redevelopment Consultation; CDBG funded Housing Rehabilitation Program Implementation; Analysis of Impediments to Fair Housing (AI); Five-Year Consolidated Plan/Action Plan/CAPER preparation; Davis-Bacon and Section 3 Compliance.

Date of Contract: 2001 to Present

Phone Number: (949) 724-6612; email address: [sholtz@ci.irvine.ca.us](mailto:sholtz@ci.irvine.ca.us)

**City of Newport Beach - James Campbell, Deputy Director, Community Development Department**

Services Provided: CDBG Program Technical Assistance; Davis-Bacon and Section 3 Compliance; Analysis of Impediments; Consolidated Plan/Action Plan/CAPER preparation; affordable housing monitoring.

Date of Contract: 2000 to Present

Phone Number: (949) 644-3210; email address: [jcampbell@newportbeachca.gov](mailto:jcampbell@newportbeachca.gov)

**City of Palmdale - Mike Miller, Director of Neighborhood Services**

Services Provided: CDBG/HOME/CDBG-R/NSP Program Administration and Technical Assistance; Redevelopment Consultation; Analysis of Impediments to Fair Housing (AI); Consolidated Plan/Action Plan/CAPER preparation; 5 Year Implementation Plan (Redevelopment); Davis-Bacon and Section 3 Compliance; affordable housing monitoring.

Date of Contract: 2000 to Present

Phone Number: (661) 267-5126; email address: [MikeM@cityofpalmdale.org](mailto:MikeM@cityofpalmdale.org)

**City of Paramount – Karina Lam Liu, Finance Director**

Services Provided: CDBG/CDBG-R/NSP/HOME Program Administration; Redevelopment Consultation; CDBG and HOME funded Housing Rehabilitation and Commercial Rehabilitation Program Implementation; Homebuyer Assistance Program; Analysis of Impediments to Fair Housing (AI); Consolidated Plan/Action Plan/CAPER preparation; 5 Year Implementation Plan (Redevelopment); Davis-Bacon Compliance; and affordable housing monitoring.

Dates of Contract: 2003 to Present

Phone Number: (562) 220-2210; email address: [Klam@ParamountCity.com](mailto:Klam@ParamountCity.com)

**City of Corona – Cynthia Lara, Administrative Services Manager**

Services Provided: CDBG Program Administration and HOME Technical Assistance including all aspects of the CDBG Program as well as assistance with affordable housing projects and Davis-Bacon Compliance Monitoring.

Date of Contract: 2010 to Present

Phone Number: (951) 739-4963; email address: [Cynthia.Lara@ci.corona.ca.us](mailto:Cynthia.Lara@ci.corona.ca.us)

**City of Fontana – Valerie Gonzales, Housing Manager**

Services Provided: CDBG/HOME/CDBG-R/NSP Program TA; Analysis of Impediments to Fair Housing (AI); Consolidated Plan/Action Plan/CAPER preparation; Davis-Bacon/Section 3 Compliance; Policies and Procedures for FTHB and Housing Rehabilitation Programs

Date of Contract: 2009 to Present

Contact Person: Phone Number: (909) 350-6625; email address: [vgonzale@fontana.org](mailto:vgonzale@fontana.org)

**City of Rialto – Perry Brents, Community Services Director**

150 S. Palm Avenue, Rialto, CA 92376

Services Provided: CDBG Program Administration; CDBG-R Program Administration; NSP1 and NSP3 Program Administration; Homelessness Prevention and Rapid Rehousing (HPRP) Program Administration; Commercial Rehabilitation Program Implementation; Project/Construction Management; Davis-Bacon; Consolidated Plan/Action Plan/Analysis of Impediments/CAPER preparation.

Date of Contract: 2000 to Present

Contact Person: Phone Number (909) 820-8039; e-mail address: [pbrents@rialto.ca.gov](mailto:pbrents@rialto.ca.gov)

#### SECTION IV. SCOPE OF WORK AND COST PROPOSAL

The Scope of Work and the estimated Cost Proposal has been included in the subsequent pages. Based on the scope of work as identified in our proposal, LDM proposes to invoice on a time and material basis based on the following Rate of Schedule of hourly billing rates:

##### **LDM Associates, Inc.**

##### **SCHEDULE OF HOURLY BILLING RATES**

Rates effective as of January 1, 2020

<b>Title</b>	<b>2020-2021 Rounded</b>	<b>2021-2022 Rounded</b>	<b>2022-2023 Rounded</b>
President/Senior Vice President	\$118.00	\$121.00	\$124.50
Vice President	\$113.00	\$116.00	\$119.00
Director	\$108.00	\$111.00	\$114.00
Manager	\$102.50	\$105.50	\$108.50
Senior Associate	\$97.50	\$100.00	\$102.50
Associate	\$87.50	\$90.00	\$92.50
Senior Project Assistant	\$72.00	\$74.00	\$76.00
Project Assistant	\$67.00	\$69.00	\$71.00
Secretary	\$46.50	\$48.00	\$49.50

Note: If LDM staff is requested by the City to attend a meeting not considered a part of this proposal or on a day in which a consultant is not scheduled to be on site, the City shall be billed for the time it takes to drive to and from the City and its corporate office.

##### **REIMBURSABLE ITEMS FOR ADDITIONAL ITEMS NOT A PART OF SCOPE OF WORK:**

Project Supplies	At Cost plus 10% surcharge (If Applicable)
Prints/Reproductions	At Cost plus 10% surcharge (If Applicable)
Postage & Delivery	At Cost plus 10% surcharge (If Applicable)

**City of Hesperia CDBG, CDBG-CV, and NSP Grants Management  
with Downtown Façade Program Administration  
LDM Associates, Inc. Proposal**

CDBG Task/Program	Staff	FY 2020-2021					TOTAL
		Hrs./Week	Weeks	Total Hrs.	Hrly. Rate	Total	
<b>CDBG Administration Services (07/01/20 - 06/30/21)</b>							
<b>Overall General Program Administration/Implementation</b>							
<i>General CDBG Program administration and implementation services to including preparation of substantial amendments; assisting in financial management; (IDIS/Financial Review &amp; Tracking); preparing all HUD mandated reports (Action Plan and CAPER)and file management.</i>	Sr. Vice-President	1	20	20	\$118.00	\$2,360.00	<b>\$48,360.00</b>
	Senior Associate	8	50	400	\$97.50	\$39,000.00	
	Associate	4	20	80	\$87.50	\$7,000.00	
<b>Labor Compliance</b>							
Separate proposal for Labor Compliance submitted to Development Services Department once project has been determined.	N/A	N/A	N/A	N/A	N/A	N/A	<b>N/A</b>
<b>TOTAL</b>							<b>\$48,360.00</b>
<b>NSP Closeout, Funds Transfer and Annual Reporting</b>	Staff	FY 2020-2021					TOTAL
		Hrs./Week	Weeks	Total Hrs.	Hourly Rate	Total	
<b>NSP Admin (QPRs, Draws, DRGR, Financial Tracking)</b>							
NSP Program Assistance - Includes reporting, funds transfer to CDBG, close-out of grant, & other NSP/DRGR related tasks.	Vice President	40	1	40	\$113.00	\$4,520.00	<b>\$8,020.00</b>
	Associate	40	1	40	\$87.50	\$3,500.00	
<b>TOTAL</b>							<b>\$8,020.00</b>
<b>CDBG-CV (CARES Act) Task/Program</b>	Staff	FY 2020-2021					TOTAL
		Hrs./Week	Weeks	Total Hrs.	Hrly. Rate	Total	
<b>CDBG Administration Services (07/01/20 - 06/30/21)</b>							
<b>Overall General Program Administration/Implementation</b>							
<i>General CDBG-CV Program administration and implementation services to include preparation of substantial amendment to Action Plan; assisting in financial management; (IDIS/Financial Review &amp; Tracking), preparing all HUD mandated reports and file management.</i>	Director	2	50	100	\$108.00	\$10,800.00	<b>\$53,175.00</b>
	Senior Associate	6	50	300	\$97.50	\$29,250.00	
	Associate	3	50	150	\$87.50	\$13,125.00	
<b>Monitoring (if applicable)</b>							
<i>Monitoring of all program funds including any subrecipients receiving CDBG-CV Program funds.</i>	Director	20	4	80	\$108.00	\$8,640.00	<b>\$16,790.00</b>
	Senior Associate	20	4	80	\$97.50	\$7,800.00	
	Associate	1	4	4	\$87.50	\$350.00	
<b>TOTAL</b>							<b>\$69,965.00</b>

Affordable Housing Monitoring Task/Program	Staff	FY 2020-2021					TOTAL
		Hrs./Week	Weeks	Total Hrs.	Hourly Rate	Total	
Affordable Housing Monitoring							
Monitor the City's affordable housing stock. Includes properties assisted with local, state and federal funds requiring low- and moderate-income units to be monitored.	Vice President	2	8	16	\$113.00	\$1,808.00	\$17,408.00
	Senior Associate	16	10	160	\$97.50	\$15,600.00	
TOTAL							\$17,408.00
Downtown Façade Program Administration	Staff	FY 2020-2021					TOTAL
		Hrs./Week	Weeks	Total Hrs.	Hrly. Rate	Total	
CDBG Administration Services (07/01/20 - 06/30/21)							
Overall General Program Administration/Implementation							
Program administration of the program including marketing the program; processing applications; preparation of bid documents based on applicant/City provided architectural drawings; assist applicant in bid process; monitoring the rehabilitation work; and process payments.	Sr. Vice President	4	10	40	\$118.00	\$4,720.00	\$65,200.00
	Director	14	40	560	\$108.00	\$60,480.00	
Labor Compliance Monitoring							
Monitoring of all program funds including any subrecipients receiving CDBG-CV Program funds.	Senior Associate	4	40	160	\$97.50	\$15,600.00	\$57,600.00
	Associate	12	40	480	\$87.50	\$42,000.00	
TOTAL							\$122,800.00
GRAND TOTAL (Plus Additional Tasks Requested per Hourly Rate)							\$266,553.00





## Rudy E. Muñoz

### Senior Vice President

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#### PROFESSIONAL EXPERIENCE:

##### **LDM Associates, Inc. – Rancho Cucamonga, CA** **Senior Vice President: 1991 - Present**

Senior Vice President of LDM Associates, Inc. and founder and President of MDG Associates, Inc., a community development consulting firms that provide services to municipal agencies. Focus on assisting municipal agencies with all aspects of the administration and implementation of HUD funded CPD Programs. These include, but are not limited to the Community Development Block Grant (CDBG), HOME Investment Partnership Act (HOME), Neighborhood Stabilization Program (NSP) and Community Development Block Grant – Disaster Recovery (CDBG-DR) programs.

Works hand-in-hand with municipalities on the development of implementation strategies and tools that facilitate the management of their CPD programs; provides training for the HUD CPD Programs; if requested provides day-to-day implementation functions of the programs. This includes the development of Consolidated Plans and Action Plans for various programs through programmatic and financial closeout of projects and grants. Assists grantees in developing HUD mandated Policies and Procedures for the management and oversight of various CPD Programs as well as implementation of individual activities such as Housing Rehabilitation, Commercial Rehabilitation, and Homebuyer Programs.

Works as a subcontractor to several national Technical Assistance (TA) providers through HUD's Community Compass initiatives. Through the initiative, provides TA and staff capacity building to municipalities throughout the U.S. in the CDBG, HOME, NSP (1, 2, and 3) and CDBG-DR. Provides in class training and TA in two of HUDs reporting systems; the Integrated Disbursement and Information Systems (IDIS), and the Disaster Recovery Grant Reporting System (DRGR). Assists HUD Headquarters as a beta tester for the updates to the Disaster Recovery Grant Reporting system.

Provides training and TA in federal cross-cutting elements including Financial Management Systems (Uniform Administrative Systems), Davis-Bacon and Related Acts (DBRA), and Assessment of Fair Housing (AFH). Has provided many of the aforementioned training in Spanish for the Commonwealth of Puerto Rico and its municipalities.

##### **City of Huntington Park – Assistant Director of Comm. Development/Redevelopment**

Assisted the Director of Community Development in the administration of the department. Directly responsible for the day-to-day administration and management of municipal staff on the CDBG and HOME programs, current and advanced planning functions and code enforcement activities. Acted as Secretary to the City's Planning Commission.

##### **City of Montclair – Associate Planner**

Assisted in the day-to-day planning functions including, but not limited to, California Environmental Quality Act (CEQA) review, Design Review, Subdivisions, Annexations, and Development proposals. Responsible for reviewing and processing Zone Changes, Variances, Conditional Use Permits, and other entitlements.

**Booth-Good Architects - Project Assistant**

Under the direction of the Project Architect, assisted in the design development, and preparation of design development and construction drawings for a variety of building types including single-family residential, multi-family residential and commercial developments.

**EDUCATION:**

**Bachelor of Architecture (5-Year Degree)**

California State Polytechnic University, Pomona

**AFFILIATIONS/ REGISTRATIONS:**

ICBO - International Conference of Building Officials

NAHRO- National Association of Housing and Redevelopment Officials

AIA - Prior Associate member of the American Institute of Architects

Licensed California General Contractor – California License No.681042

ICBO – Earthquake Retrofit of Wood Frame Homes Certification

Certified HOME Program Regulations, HUD (Technical Assistance Provider)

## Tyler M. Bridges

### Vice President – Disaster Recovery

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#### PROFESSIONAL EXPERIENCE:

##### **LDM/MDG Associates, Inc. – Vice President – Disaster Recovery, 2019 – Current**

Tyler Bridges serves as the Vice-President of LDM/MDG's Disaster Recovery division. During his tenure at MDG, he has been responsible for the oversight of all Disaster Recovery assignments for MDG where his experience and proven track record of working with grantees, HUD CPD staff at the national and local level, as a HUD employee and subcontractor is utilized in providing clients with effective solutions that produce desirable outcomes. He also oversees the firms Disaster Recovery Grant Reporting (DRGR) team, a HUD reporting system in which he is often regarded as one of the top DRGR experts in the county.

Serves as the lead consultant with assigned clients and is responsible for coordinating the work of assigned MDG staff to ensure work-flow efficiency and quality. Provides technical assistance to clients to enhance client capacity to administer disaster recovery grant programs. Areas of specialization include compliance monitoring, audit preparation, CDBG-DR technical assistance, policy and procedure development, and implementation of the DRGR system.

Works as a subcontractor to several national Technical Assistance (TA) providers through HUD's Community Compass initiatives. Through the initiative, provides technical assistance to HUD grantees on CDBG-DR on program design, implementation, monitoring and reporting. Provides in class training in the DRGR system and is a reviewer for HUDs DRGR Ask a Question (AAQ) teams.

##### **U.S. Department of Housing and Urban Development – CPD Specialist, 2014 - 2019**

Tyler served as a member of the Disaster Recovery and Special Issues (DRSI) division at HUD with a focus on policy, compliance, oversight, and reporting. As DRGR team lead and a member of the DRSI policy and external training teams, Tyler led, or participated in, developing and implementing national CDBG-DR requirements, including requirements for grants awarded under Public Law 113-2 (CDBG-NDR) and Public Law P.L. 115-123 (CA Wildfires and Mitigation).

While at HUD, Tyler regularly participated in monitoring and technical assistance events of CDBG-DR grantees, where he utilized HUD monitoring exhibits to evaluate grantees' programs for compliance with applicable requirements, issued findings of non-compliance, and reviewed grantees' responses and supporting documentation to resolve open findings. Provided technical assistance to CPD staff, grantees, and TA providers in a variety of formats including written products, webinars, on-site and remote trainings, and regional conferences. Contributed to the format and content of the three CDBG-DR regional clinics since 2017, which, due to their success and popularity, replaced the regional training format DRSI offered in years past.

Tyler managed all aspects of DRGR capabilities and resources, including multi-million-dollar contracts and multiple TA provider Work Plans, for DRGR releases and TA resource development (written guidance and training events). Developed, interpreted, analyzed and communicated regulations, policies, procedures and data-driven trends for CPD representatives, the Secretary, Congress, grantees, and TA providers. He regularly attended monitoring and technical assistance events of CDBG-DR grantees. Developed, analyzed and implemented DRSI operational and administrative processes and recommends solutions and improvements to efficiency and productivity.

## **Tyler M. Bridges** **Vice President – Disaster Recovery**

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### **LDM/MDG Associates, Inc. – Senior Associate, 2011 - 2014**

Tyler's other responsibilities include assisting clients (Grantees) in the day-to-day administration of their CPD programs that include oversight of the programs and activities as necessary to ensure compliance with all applicable grant and other requirements. Duties include the day-to-day oversight of subrecipients, contractors, and internal departments in their implementation of their CPD funded programs as well as Neighborhood Stabilization Program (NSP) to ensure compliance with all applicable grant regulations and requirements. This includes preparing and issuing NOFAs, the preparation of Annual Action Plans and Performance Reports (CAPERs), assisting in the development of procurement documents, reviewing and processing payment requests, Integrated Disbursement and Information System (IDIS) data entry and management, grantee capacity building, compliance monitoring, policy and procedure development and the design and implementation of their monitoring programs; Davis-Bacon and Related Acts (DBRA) prevailing wage monitoring, and Section 3 compliance.

### **Pacific Municipal Consultants (PMC) – Associate Planner, 2009 – 2011**

Conducted labor standards compliance and monitoring for dozens of federal and state-funded projects. Responsibilities included selecting and providing the applicable federal wage determination and relevant HUD forms during the procurement process, participating in the preconstruction conference, collecting and reviewing all required documents and certifications, reviewing certified payroll reports to ensure prevailing wages are being paid, working with contractors and subcontractors, determining when wage restitution is due and verifying wage restitution is paid, performing on-site interviews and preparing all applicable labor standards reports. Also responsible for assisting clients with various CDBG, HOME and NSP activities.

### **Lisa Wise Consulting, Inc. (LWC) – Associate Planner, 2008 – 2009**

Assisted principal with the preparation of Housing Elements, including housing needs assessments, vacant underutilized land inventories, and constraints analyses (financial, governmental, and non-governmental). Identified grant and funding sources for housing production, assistance, and financing. Assisted in the evaluation of Development Codes and Ordinances by analyzing performance standards, zoning requirements, and general plan consistency to determine code effectiveness.

## **EDUCATION:**

### **Bachelor of Science – City and Regional Planning**

California Polytechnic University, San Luis Obispo

## **COMPUTER SKILLS:**

MS Office applications (Word, Outlook, Excel, PowerPoint), HUD Integrated Disbursement and Information System (IDIS) and HUD Disaster Recovery Grant Reporting System (DRGR).

**PROFESSIONAL EXPERIENCE:**

**LDM/MDG Associates, Inc. – Rancho Cucamonga, CA**

**Director: 1993 - Present**

Responsible for the administration and implementation of residential and commercial rehabilitation programs funded with Community Development block Grant (CDBG) and HOME/ CalHome funds. Responsibilities include reviewing applications for participation in rehabilitation programs to assure compliance with program. The rehabilitation program responsibilities include coordinating rehabilitation inspections, architectural design, maintaining applicant files current, preparing bid packages, reviewing bids, preparing contractor agreements, processing progress and final payments, and processing/recording the Notice of Completion.

**UDI Development Co., Inc. – Project Manager**

Developed design and construction drawings for tract home and multi-family developments. Prepared renderings of new homes and graphics for presentation to clients. Responsibilities included verifying field conditions prior to design and ongoing site visits during construction to determine compliance with approved plans.

**Construction Offices of Jesus Rea, Guadalajara, Mexico**

Supervised and inspected various types of projects during construction, including residential and commercial, assuring completion of construction was done in accordance with approved plans.

**Arte y Espacio Architectural Office, Guadalajara, México**

Prepared architectural designs for residential and commercial developments including the preparation of presentation drawings. Coordinated projects with clients and engineers.

**EDUCATION:**

**Bachelor of Science - Architecture**

Universidad ITESO, Guadalajara, Jalisco, Mexico

**AutoCAD Certification**

Mt. San Antonio College, Walnut, CA

**Construction Estimating Certification**

Mt. San Antonio College, Walnut, CA

**TECHNICAL SKILLS:**

Computer Skills: Knowledge of Windows Operating system, AutoCAD, Corel Draw, Adobe PhotoShop, Microsoft Office (Word, Excel, Power Point, and Outlook)  
Fluent in Spanish

**AFFILIATIONS/REGISTRATIONS:**

**ICC** International Code Council

**NTHP** National Trust for Historical Preservation

California Certified Residential Building Inspector

California Certified Lead-Related Construction

HCV Housing Quality Standards Specialist

**PROFESSIONAL EXPERIENCE:**

**LDM/MDG Associates, Inc. – Director, 2020 – Current**

Since joining LDM, Chris has supported the team's disaster recovery assignments with an emphasis in planning and program implementation. Chris is a team leader on Disaster Recovery assignments for MDG. He works as a subcontractor to several national Technical Assistance (TA) providers through HUD's Community Compass initiatives.

Chris Andrews serves as the Director of LDM/MDG's Disaster Recovery division. During his tenure at LDM/MDG, he has been responsible for the management of Disaster Recovery assignments for LDM/MDG where his experience and proven track record of working with grantees, HUD CPD staff at the national and local level, as a HUD subcontractor is utilized in providing clients with effective solutions that produce desirable outcomes.

Chris serves as a lead consultant for HUD funded CPD programs with assigned clients and is responsible for coordinating the work of assigned LDM/MDG staff to ensure work-flow efficiency and quality. Provides technical assistance to clients to enhance client capacity to administer CPD programs as well as disaster recovery grant programs. Areas of specialization include compliance monitoring, audit preparation, policy and procedure development.

Works as a subcontractor to several national Technical Assistance (TA) providers through HUD's Community Compass initiatives. Through the initiative, provides technical assistance to HUD grantees on implementation, monitoring and reporting.

**Columbia University – Earth Institute; Disaster Housing SME, 2019**

Chris was the lead author of two curricula series funded by FEMA to train disaster housing professionals and stakeholders to leverage disaster housing and supportive housing services. The first curricula focused on program elements and best practices related to rapid rehabilitation programs such as the Sheltering and Temporary Essential Power (STEP) and the Multi-Family Lease and Repair (MLR) programs. The second curricula provided guidance on the application of the Disaster Case Management program. Each curriculum used a range of adult learning principles to maximize participant engagement and retention.

**The Cloudburst Group, Practice Area Lead, 2017 - 2019**

As the Practice Area Lead, Chris oversaw Cloudburst's portfolio of housing and community development TA assignments and contracts. Chris worked closely with staff, clients and partners to ensure that Cloudburst projects were completed within schedule and scope. Programmatically, Chris worked with states and cities across the country to design, implement and evaluate housing investment strategies. He developed resources, delivered trainings and provided direct support to grantees on CDBG program elements and cross-cutting rules and regulations including the Consolidated Plan, fair housing, URA, environmental reviews and reporting and recordkeeping.

Chris also oversaw Cloudburst's disaster technical assistance portfolio. He provided direct support to communities to develop housing strategies and programs to support vulnerable populations and worked with communities across the country to design and implement mitigation elements into existing HUD CPD programs. Chris led HUD's technical assistance team in Puerto Rico for CDBG-DR, supporting the launch and early implementation of the Commonwealth's programs.



**The Cloudburst Group, Senior Planner, 2014 - 2017**

Chris launched Cloudburst's state and local portfolio to provide planning and compliance assistance to states and cities across the country. Chris managed more than 10 teams to incorporate data-driven, market-based research into housing and community development planning. Chris worked closely with cities across country to conduct detailed needs assessments of existing HUD CPD programs and provide recommendations and support on how to alter existing programs to more effectively meet the community's needs. Chris collaborated with HUD on ways to better integrate disaster resiliency and fair housing into the Consolidated Plan process.

**Independent Consultant, 2012 - 2014**

As an independent consultant, Chris worked closely with federal, local and nonprofit clients. Chris developed HUD's guidebook for the HUD Environmental Review Online System (HEROS) and supporting documentation. Chris worked closely with six communities to develop strategic housing investment strategies and supported the San Francisco Foundation to develop a financial implementation toolkit for transit-oriented development advocates to assess the development feasibility of project sites throughout the region.

**The Cloudburst Group, Analyst, 2009 - 2012**

Chris provided project support to CDBG, HOME and NSP TA assignments. Chris assisted in developing policy and procedure manuals for more than 10 grantees and worked closely with grantee staff to adapt tools and resources to the grantee's programs. Chris served as lead data analyst in the development of Puerto Rico and St. Louis's housing strategies.

**US Peace Corps (Senegal), Small Business Advisor, 2007-2009**

Chris worked as a teacher and business counselor at a girl's vocational school. He supported two groups of recent graduates through providing access to a revolving loan fund and consultation as they launched and operated small businesses. Chris also served as the Regional Volunteer Lead, in which he was responsible for overseeing volunteer grant proposals and updating and implementing the Peace Corps Kaolack Regional Strategy.

**EDUCATION:**

**Master of City Planning, 2014**

UC Berkeley, Berkeley, CA

**Certificate in Real Estate Development, 2014**

UC Berkeley, Berkeley, CA

**Bachelor of Arts – Economics: Public Policy, 2007**

Colby College, Waterville, ME

**COMPUTER SKILLS:**

MS Office applications (Word, Outlook, Excel, PowerPoint), Adobe Creative Suite, ArcGIS, HUD Integrated Disbursement and Information System (IDIS)



**PROFESSIONAL EXPERIENCE:**

**LDM/MDG Associates, Inc. – Rancho Cucamonga, CA**  
**Senior Associate: 2010 - Present**

Provides Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Emergency Solutions Grant (ESG) consulting services to U.S. Department of Housing and Urban Development (HUD) grantees. Assists clients in the design and implementation of NOFA processes, development of Annual Action Plans, preparation of environmental reviews, preparation of written agreements, review of performance reports, approval of payment requests, Integrated Disbursement and Information System (IDIS) data entry and management, and preparation of the Consolidated Annual Performance and Evaluation Report. Provides technical assistance to HUD grantees through the HUD OneCPD Technical Assistance program. Areas of specialization include subrecipient management, program monitoring and nonprofit capacity building.

Responsible for Davis-Bacon and Related Acts (DBRA) prevailing wage compliance and monitoring, including bid document preparation, HUD-11 Employee Field Interviews, review of certified payroll reports, identification and resolution of labor standards violations, MBE/WBE and Section 3 compliance and reporting. Assists in the monitoring of CDBG, HOME and ESG funded projects for compliance with HUD regulations. Conducts subrecipient programmatic and financial monitoring of CDBG funded projects to determine compliance with HUD regulations. Also responsible for reviewing applications for participation in rehabilitation programs to verify compliance with CDBG, HOME and ESG program requirements.

**City of Los Alamitos, Volunteer**

Plan, organize, and supervise recreational activities for day camps and playground programs, score keep youth and adult sports, supervise and coach youth sports teams, water, rake, and prepare softball fields, consult with supervisor on children's behaviors and other various concerns.

**Relevant Student Course Work**

Econometrics, Labor Economics and Human Resources, Managerial Accounting, Probability and Statistics Economics, Financial Investment, Business Decisions, Economic Development, and Money and Banking.

Computer Skills: Microsoft Office (Word, Excel, Outlook, and Power Point, Adobe), Java and E-Views Programming

**EDUCATION:**

**Bachelor in Business Economics – Statistical Analysis and Forecasting**

University of California, Irvine

**AFFILIATIONS/ REGISTRATIONS:**

Certified HCV Housing Quality Standards

**PROFESSIONAL EXPERIENCE:**

**LDM/MDG Associates, Inc. – Associate**  
**2019 - Current**

Christian Rodriguez serves as an Associate of LDM/MDG's Grants Management division. During his tenure at LDM, he has assisted cities and counties with the administration, implementation, and oversight of their U.S. Department of Housing and Urban Development (HUD) funded Community Planning and Development (CPD) Programs. These include, but are not limited to, the Community Development Block Grant (CDBG) and Neighborhood Stabilization Program (NSP).

Christian's other responsibilities include assisting clients (Grantees) in the day-to-day necessary to ensure administration of their CPD programs that include oversight of the programs and activities and compliance with all applicable grant and financial requirements of 2 CFR Part 200. Duties include the day-to-day oversight of subrecipients, contractors, and internal departments in their implementation of their CPD funded programs to ensure compliance with all applicable grant regulations and requirements. This includes preparing Five-Year Consolidated Plans, Annual Action Plans, and Consolidated Annual Performance Reports (CAPERs). Duties also include preparing and issuing NOFAs, reviewing and processing payment requests, grantee capacity building, compliance monitoring, and the design and implementation of their programs.

He is responsible for auditing and monitoring grantees financial statements and systems for compliance with revenue and expenditure requirement of HUD funded CPD programs. Assist grantees in conducting quarterly and annual reconciliations to ensure that grantees are prepared for the single audits. Conducts subrecipient programmatic and financial monitoring (2 CFR Part 200) of CPD funded projects to determine compliance with HUD regulations.

Christian is also part of the Policy and Procedure team with a focus on the development of grant management reporting and tracking systems and forms utilizing a variety of software systems enabling the grantee and subrecipients to effectively report its progress to HUD. As part of the team, he is responsible for meeting with the client to interview and prepare a flow plan of the client's current process for financial and programmatic systems. His responsibilities include the preparation of the policies and procedures as well as the development of tools, forms, and mechanisms to assist the grantee in documenting programmatic and financial compliance.

**Michigan Board of Real Estate Appraisers – Board Member**  
**2018 – Current**

Appointed as a board member by the Governor of Michigan and confirmed by the Michigan Senate, with the responsibility to oversee the practice of over 6,000 limited real estate appraisers, state licensed appraisers, certified general appraisers, and certified residential appraisers in the State of Michigan. Responsible for creating and presenting valuations of appraised real estate locations in arbitration and court hearings.

**Peckham, Inc – Asst. to Board of Directors**  
**2018 - 2019**

Responsibilities included the review of management strategies for a non-profit agency that focuses on providing economic development and job training opportunities to persons with severe disabilities and other barriers to employment. This included the review of the yearly and quarterly budget that received approximately \$250 million in federal funding for the implementation of the job training program.

**Maner Costerisan, CPA Firm – Project Assistant**  
**2015- 2018**

Responsibilities included conducting audits of agencies and non-profit agencies receiving federal and State funds that primarily focused on affordable housing, aviation sector, and the energy sector. Conducted financial audits in accordance with the requirements of the State of Michigan. Responsibilities also included the preparation of financial statements and financial analysis utilizing source documents provided by the clients. Collaborated with other audit team members in performing substantive testing of energy, aviation, and affordable housing sector projects.

**EDUCATION:**

**Bachelor of Arts – Accounting**

Michigan State University – East Lansing, Michigan  
(Cumulative GPA: 3.76 - Deans list every semester)

**COMPUTER SKILLS:**

Computer Skills: Microsoft Office (Word, Excel, Outlook, and Power Point), Adobe, , Social Media (Facebook, Twitter, Instagram, and LinkedIn)

**OTHER:**

Michigan State Policy Debate Team/Captain. Nationally ranked in the top 25 as a debater.