



RFP Number: 22-007

Request for Proposals: CDBG Grant Administration Services

Key West, Florida

Opening Date and Time: Wednesday, May 10, 2023, 3:30 pm, EDT

Tab 1
Cover Letter
and Information
Page





City of Key West
Attn: Office of the City Clerk
1300 White Street
Key West, Florida 33040

Dear Madam Mayor, Madam Clerk, and City Commissioners:

It is an honor and a privilege to submit a proposal response for the opportunity to provide **CDBG Grant Administration Services**, as requested in **RFP #22-007**, to the *City of Key West* in an effort to ensure that your funding is implemented within compliance of Federal regulations and *Community Development Block Grant Program* guidelines.

Langton Consulting working with a team of Key West officials, including Allison Higgins, Elizabeth Ignoffo, Steve McAlearney, Albi Balliu, and Carolyn Sheldon, successfully secured **\$19,674,648.00** through the *Florida DEO CDBG-Disaster Recovery (CDBG-DR)*, *CDBG-Coronavirus Funds (CDBG-CV)*, and *Rebuild Florida CDBG-Mitigation (CDBG-MIT) Programs for the City of Key West*. Our **Grants Administration Services Division** is now ready to get to work on relieving some of the time burden that comes along with daily project implementation of these *eight (8)* projects.

As you will see throughout this Proposal, **Langton Consulting** has customized a team, specific to *CDBG Grant Administration*, comprised of the *Langton* grant professionals you know and a local *Subcontractor* partner firm, **All Aspects Inspection Services, LLC**, to ensure the capacity and availability to successfully deliver these services. Our combined team, led by a former *Florida Small Cities CDBG Program* staffer, *Heather Pullen*, understands the level of daily oversight and personal involvement necessary to administration CDBG Program projects on the ground where the construction is taking place.

Between our exceptionally talented team and customized *Project Approach* and *Methodology* we sincerely hope that you will select us to provide **CDBG Grant Administration Services**, so that we can continue proving our value and commitment to the City of Key West.

By my signature, the authorizing binder of this Proposal response, I certify that the contents of this Proposal response are true and correct to the best of my ability and all grant professionals assigned to this project maintain the proper insurance and licensure to carry out the tasks and responsibilities described in **RFP #22-007 CDBG Grant Administration Services**.

Sincerely,

Michael Langton
President/Executive Officer
Langton Associates, Inc.

1.2 INFORMATION PAGE

Responding to: *City of Key West RFP #22-007 - CDBG Grant Administration Services*

Responding Firm (Prime): *Langton Associates, Inc.*

Subcontractor Firm: *All Aspects Inspection Services, LLC*

Prime Contractor Contact Information:

Firm Authorizing Representative

Michael Langton, President/Executive Officer

Physical Address: 5627 Atlantic Boulevard, Suite 4, Jacksonville, FL 32207

Mailing Address: PO Box 37007, Jacksonville, FL 32236-7007

Office Phone: (904) 598-1368

Direct Phone: (904) 614-9861

E-mail address: mlangton@langtonconsulting.com

Project Manager

Heather Pullen, Senior Public Affairs Consultant/Lead Grant Administrator

Direct Phone: (904) 477-3164

E-mail address: hpullen@langtonconsulting.com

Tab 2

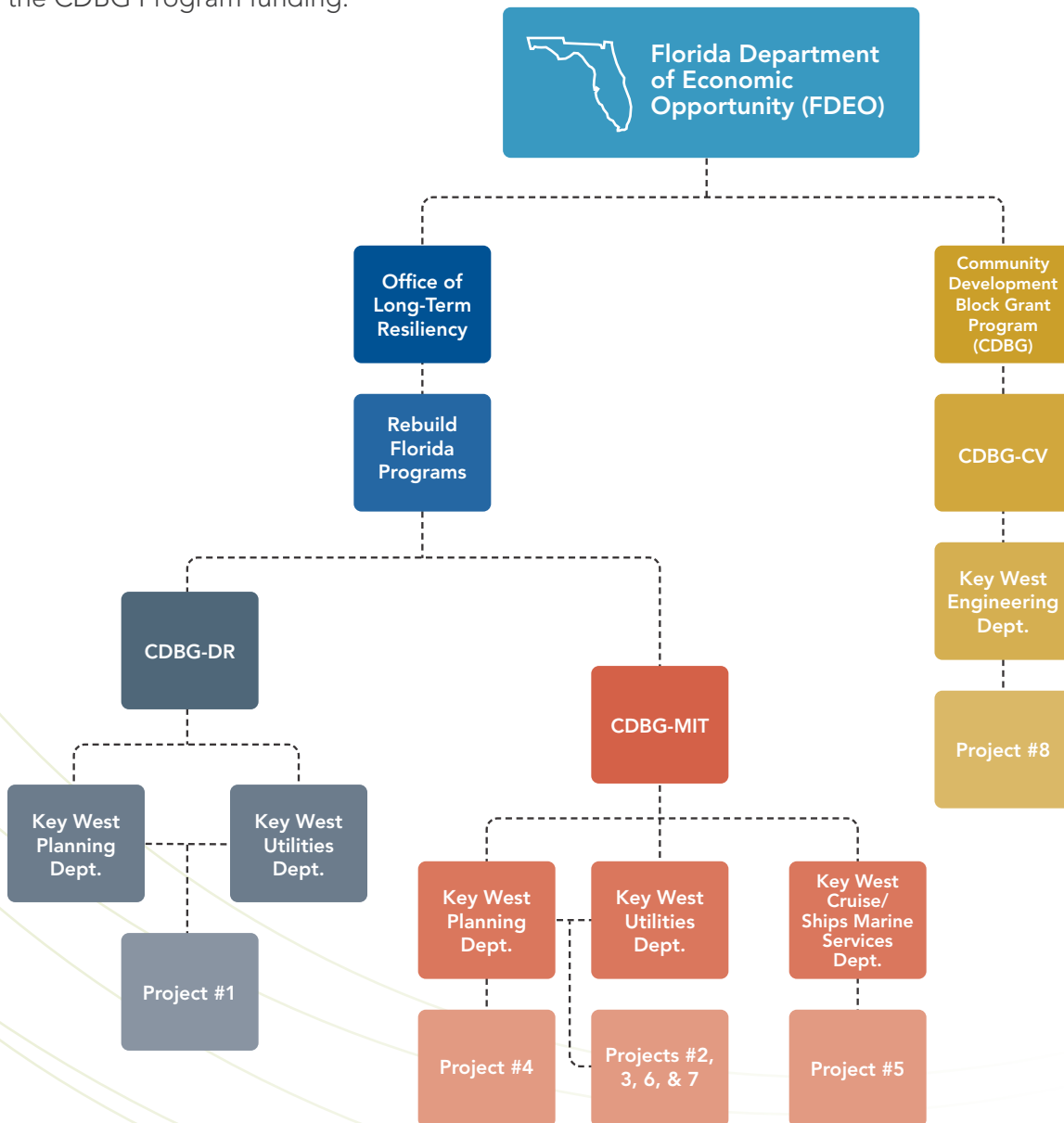
Organizational Charts



Organizational Charts

2.1 PROGRAM ORGANIZATIONAL CHART

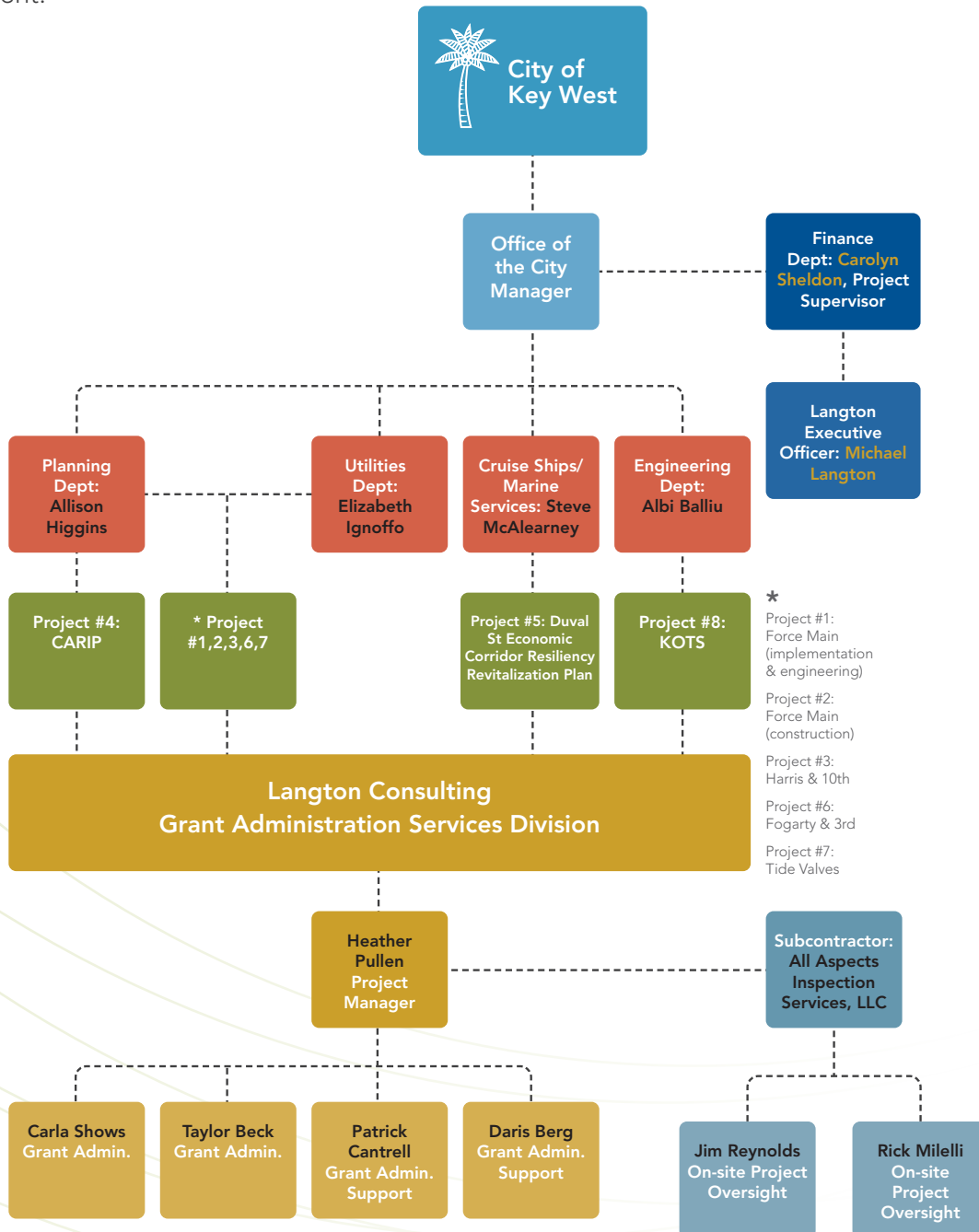
In order to properly assign tasks and responsibilities to provide CDBG Grant Administration Services to the City of Key West, it is important to identify the flow of funding from Grantor to Grantee, as well as the City Departments involved in the daily implementation of CDBG Program grants. The following organizational chart provides an overview of our understanding of the institutional delivery structure of the CDBG Program funding:



Organizational Charts

2.2 PROJECT AND STAFFING ORGANIZATIONAL CHART

After identifying the Program funding hierarchy, we can now identify the key players involved in the daily implementation and oversight of the eight (8) CDBG Program funded projects currently awarded to the City of Key West, and start assigning roles and responsibilities. The following organizational chart provides an overview of our understanding of the institutional delivery structure for project management:



Tab 3

Company Information





Company Information

3.1 FIRM HISTORY AND BACKGROUND

Langton Consulting has provided professional grant consulting services to our clients since 1981. Michael Langton, the firm's President, began the firm after working in the grants industry for both public and private agencies. After establishing the firm, Langton became familiar with the funding side of grants in his service as a member of the Florida House of Representatives. Langton Consulting, Florida's oldest and largest public affairs consulting firm, is comprised of a professional team with a combined total of over 100 years in the grants business. Within the last five years, our efforts have secured more than **\$225 million** for our clients to fund both ongoing programs and new initiatives. During over 42 years of service, the amount of client awarded grants exceeds **\$500 million**. To date, our team has successfully administered over **\$350 million** in Federal and State grant funding.

Langton employs six (6) full-time grant professionals and numerous associate consultants. Langton provides grant research, grant writing and grant administration services to Florida counties and municipal local governments, to ensure that all Federal, State and private foundation grant funding is successfully procured and managed within compliance of grantor agency regulations and guidelines. Langton's vast experience with writing and managing Federal, State and private foundation grants has benefited **67** Florida local governments to date.



During more than 42 years of service, the amount of client awarded grants exceeds **\$500 million**. To date, our team has successfully administered over **\$350 million** in Federal and State grant funding.



▶▶ Current Clients

County Governments
Franklin
Monroe
Orange
Osceola
Pasco
Wakulla

City/Town Governments
Arcadia
Atlantic Beach
Cape Coral
Doral
Key West
Kissimmee
Panama City
Saint Cloud

◀◀ Past Clients

County Governments
Alachua
Baker
Bay
Brevard
Broward
Clay
Gulf
Hillsborough
Jefferson
Leon

Manatee
Martin
Nassau
Palm Beach
Sarasota
Saint Lucie
Taylor
Volusia
Walton
City/Town Governments

Apalachicola
Boca Raton
Bradenton
Callahan
Clearwater
Daytona Beach
DeBary
Delray Beach
Deltona
Dunedin
Fernandina Beach
Fort Lauderdale

Fort Pierce
Gainesville
Jacksonville
Jacksonville Beach
Lake Park
Lake Worth
Macclenny
Melbourne
Miramar
Neptune Beach
Orlando
Palm Coast

Pensacola
Pompano Beach
Port Saint Lucie
Riviera Beach
Saint Augustine
Sanford
Titusville
Wellington
West Palm Beach
Wilton Manors



Our Commitment to Continued Education and Professional Development

Just like the medical field and other vital service industries, consistent growth and education in the ever-evolving grants industry is of the utmost importance to our grant professionals. Our President and Executive Officer, Michael Langton is one of the first members of the Grant Professionals Association, and a founding member of the North Florida Chapter of the Grants Professionals Association (GPA). He has been a Certified Grant Professional through the Grant Professional Certification Institute (GPCI), since 2009, and is an active participant in their annual National conferences. Our *Grants Development Division* consultants all maintain active memberships in the Grant Professional Association in order to better serve our local governments to achieve the highest levels of success possible.

Our *Grants Administration Division* lead, Heather Pullen, Senior Public Affairs Consultant, maintains an active membership with the National Grant Management Association where she has presented at previous annual National conferences and local chapters throughout Florida. After being discovered at the 2019 NGMA National conference, she joined the Editorial Board of Thompson Grants in 2020 and published two National articles focused on grant administration topics.



3.1.1 Location of Personnel

Our Langton Consulting grant professionals predominately work remotely from Northeast Florida, up the East Coast to South Carolina and Delaware, and all the way down to South Florida, with our office headquarters located in Jacksonville, FL. However, this never hinders our ability to fulfill our in-person duties. As a best practice, we schedule a minimum of two (2) on-site visits per year, or when our presence is most necessary. In addition, we are partnering with a local, on-site Subcontractor located in Monroe County (Summerland Key) in order to increase our local presence and ensure that your needs are met.



Our Commitment to Florida Local Government

Langton Consulting is a Florida-based, Florida-centric company. We work exclusively in Florida. We know Florida politics, geography, challenges, and the people. We deeply understand and can relate to the needs and interests of Florida local governments and the citizens you serve. NO large, National firms headquartered out of state can match our awareness and sensitivity of the Florida landscape.

3.2.1 Grants Administration Division

Our grant administration team, led by Heather Pullen, Senior Public Affairs Consultant and former Florida Small Cities CDBG Program staffer, and joined by two (2) Administrative Consultants, Carla Shows and Taylor Beck has collectively administered over **\$325 million** in Federal grant funding under the HERA, ARRA, CDBG-DR, CDBG-CV, NSP, ERA, ARPA and RESTORE Act recovery funding programs since 2006.

Our grant administration team has administered over \$13 million in construction and nonconstruction grants through the RESTORE Act Direct Component (Pot 1) and RESTORE Act Spill-Impact (Pot 3) programs for communities recovering from the 2010 Deepwater Horizon Oil Spill disaster. In 2022, our grant administration team closed out a four-year, **\$18 million** Federal Railroad Administration rail grant project that spanned over four counties in North Florida and South Georgia.



Our grant administration team is currently administering a \$500,000 planning grant awarded to Osceola County for the development of a grant application for Phase 2: Construction of the Building Central Florida's Semiconductor Cluster for Broad-Based Prosperity project through the Build Back Better Regional Challenge Program, under the Economic Development. Administration and will continue to do so until the end of the performance period in December 2023. As of December 2022, the project has achieved 100% of its goals and substantially under budget.

Other projects implemented

- 2010: Provide rapid-response technical assistance services to eight (8) Florida small cities and counties Neighborhood Stabilization Program (NSP1) grantees in order to achieve all National deadline requirements within the first year of implementation.
- 2011-2015: Provide grant administration services to City of Daytona Beach for the implementation of NSP1 and NSP3 funding for the purchase, demolition and new construction of 12 affordable rental housing units.
- 2019-2020: Provide on-site monitoring and closeout services for Osceola County NSP3 projects.



Grant Administration Services Division team’s responsibilities include:



3.3 CONSULTANT CERTIFICATIONS

3.3.1 Subcontractors

Due to the need for Professional Engineers to carry out construction oversight of the eight (8) CDBG Program funded projects, Langton Consulting has selected local firm (Monroe County), All Aspects Inspection Services, LLC to carry-out these tasks.

3.3.2 Commitment to Using MBE/WBE/DBE and Labor-Surplus Businesses when Possible

Langton Consulting conducted the six affirmative steps in accordance with 2 CFR 200.321 in an attempt to find a construction oversight Subcontractor partner by using the appropriate commodity codes for Professional Engineering and Construction Oversight, but were unsuccessful in finding a registered firm to perform the work required, and therefore sought out a local firm to complete the work. Langton Consulting is committed to contracting with small and minority businesses when available.

Company Information

3.4 SUBCONTRACTOR COMPANY INFORMATION

All Aspects Inspection Services, LLC (AAIS) is a Private Provider under F.S. 553 and as such is recognized by the State of Florida as an Engineering Firm with Certificate of Authorization Number 31271, however, as a firm, AAIS only provides building inspection and plan review services. The primary business functions of the company are carried out at 24478 Overseas Highway, Summerland Key.



3.5 SPECIFICALLY WHY WE ARE BEST FOR YOUR PROJECT

100 years of combined experience in the grants industry

Staff comprised of former Grantor agency representatives

Procured over \$500 million in Federal and State grant funding for our Clients

Have successfully administered over \$350 million in State and Federal grants

Reduces staff burden by administering your grants from start to finish

Proven success from Client testimonials

Dedication to professionalism and attention to detail

Staff capacity to handle your projects from small to large scale

Tab 4

Approach and Methodology





Approach and Methodology

4.1 UNDERSTANDING THE SCOPE OF WORK

Our Team is prepared to immediately provide the necessary and appropriate skills to undertake your project with professionalism and vigor as exemplified by our 42 years of successful grant administration of over hundreds of millions of dollars in Federal and State grant programs.

We will customize our approach to the specific needs, interests, and talents of your Team in seamlessly blending with Langton Consulting's professionals to achieve a cost efficient, timely and effective project implementation and a smooth close out of this grant award.

We know your projects; we know your team; and we are ready to put our skills to work for you! Our passion and commitment for the City of Key West's grants development needs, as exemplified by our close working relationships with Allison Higgins, Elizabeth Ignoffo, Steve McAlearney, Albi Balliu and Carolyn Sheldon, means there will be no "learning curve" and we can hit the ground running day one! No other Consulting firm, especially a large National firm with very little experience in Key West, can match these qualifications.

4.1.1 Project History and Background

As your dedicated grant developers, Langton Consulting had the honor and privilege of working with the City of Key West's Planning, Utilities, Cruise Ships/Marine Services, and Engineering Departments on the development and submission of seven (7) of the eight (8) CDBG-DR, CDBG-MIT and CDBG-CV grant applications that were all awarded by the Florida Department of Economic Opportunity (FDEO). It is our understanding that each of the eight (8) projects listed below are all in different stages of execution and implementation, so we carefully developed our Project Approach to cover all pre-award and post-award activities and requirements, to ensure that each project remains in compliance with Federal Uniform Guidance regulations and CDBG Program guidelines.



We guarantee you will achieve the promised outcomes and results contained in your grant application to the Grantor agency and in full compliance with the 2 CFR Part 200 Administrative Requirements. We pride ourselves on achieving "uneventful" management with no "Findings" from Grantor agencies.

Approach & Methodology

Project #1 (IR008):	Force Main relocation (implementation and engineering) <i>Funding Program:</i> CDBG-DR Irma
Project #2 (IR037):	Force Main relocation (construction) <i>Funding Program:</i> CDBG-DR Irma
Project #3 (IR043):	Harris & 10th Outfall <i>Funding Program:</i> CDBG-DR Irma
Project #4 (MT010):	KW Comprehensive Adaptation and Resilience Implementation Plan (CARIP) <i>Funding Program:</i> CDBG-MIT Planning
Project #5 (MT011):	Duval St. Economic Corridor Resiliency and Revitalization Plan <i>Funding Program:</i> CDBG-MIT Planning
Project #6 (MT050):	Fogarty & 3rd Pump Station <i>Funding Program:</i> CDBG-MIT Infrastructure
Project #7 (MT051):	Tide Valves and Outfall Improvements <i>Funding Program:</i> CDBG-MIT Infrastructure
Project #8 (22CV-S14):	John Jones Navigation Center (FKA "KOTS") construction <i>Funding Program:</i> CDBG-CV

As is typical with this type of Program, it is our understanding that the performance period from Grant Award Agreement execution to project closeout is four (4) years or forty-eight (48) months. We used our knowledge and experience with these types of grants to structure our Project Approach in order to keep implementation activities on schedule. In addition, we took into account the 5% maximum threshold for administration and planning funds available to administer these types of projects, and used that knowledge to prepare a Cost Proposal that is both fair and economical for both Client and Consultant.

4.1.2 Major Tasks of Scope



4.2 OUR CUSTOMIZED PROJECT APPROACH

The following Project Approach can be applied to each project, depending on its specific phase of implementation at the start of grant administration services. The following sections of Tab 4: Approach and Methodology provide a comprehensive look at the tasks and services that our Grants Administration Services Division will provide in partnership with the City of Key West.

4.2.1 Four (4) Steps of Implementation

STEP 1

Post Award Project Design and Start-up

Perform a Risk Assessment – It is important to know what the potential compliance risks are at the onset of a newly grant funded project in order to develop the right strategy for overcoming obstacles during project implementation. As a part of this step, the Langton grant administration team will use our library of checklists to identify any potential risks in the following areas, prior to project implementation: Subrecipients/Contractors, Financial Management Systems, Monitoring/Audits, Programmatic Objectives, and Legal risks.

Evaluate Staff Capacity and Experience – Assessing a Grantee’s capacity and experience with a specific grant program at the onset of project implementation allows for a more informed and streamlined approach to assigning roles and responsibilities for the local government and Consultant team staff. As a part of the assessment, the following questions will be asked to help determine the strengths and areas of improvement of the institutional delivery structure:

- How many Grantee/Consultant staff are available to work on the this project?;
- What is the Grantee/Consultant staff’s experience with the grant being implemented?;
- Who is the Grantee Representative responsible for overseeing daily implementation?; and
- Who is the Grantee Authorized Representative responsible for signing official documents?

Assign Roles and Responsibilities – Grant administration can be an overwhelming task if there is no clear and concise division of labor amongst the project team. As a part of the start-up process, the Langton grant administration team will create written chart of these roles and responsibilities, so there is no question as to whom is responsible for the development and submission of each task.

- Division of labor
- Establish oversight and implementation roles
- Define expectations
- Evaluate strengths and areas of improvement periodically
- Consider reassignment of roles and responsibilities to avoid non-compliance

STEP 2

Step 2: Training and Education

Staff Training Program – In 2014, after issuance of 2 CFR Part 200 Uniform Administrative Requirements, the Langton Grants Administration Division developed a series of classroom-style training sessions to assist Florida local governments with transitioning their internal policies and operational procedures to remain in compliance with the new regulations. This Program has grown and expanded over the years, and has been implemented in dozens of local government board rooms and national conference stages. We now have over twenty (20) presentation topics to choose from. Some examples of presentation topics include:

- Program Design
- Procurement Standards
- Recordkeeping
- Grantor Monitoring
- Grant Award Amendments
- Financial Management
- Federal Reporting
- 2 CFR Part 200 Compliance

STEP
3

Step 3: Project Implementation

Special Award Conditions – After a Grant Award Agreement is executed, the Langton Grants Administration Division starts with a review of the Special Award Conditions to determine if any requirements must be met in order to remove the maximum draw limit imposed on most Federal awards (including Environmental Review Record requirements). We will work with local government staff to gather information and submit it to the Grantor Agency on the client's behalf to eliminate these barriers.

Access to Grantor Agency Online Systems – Our Grant Administrators are well versed in a wide-variety of commonly used online grant management systems, including but not limited to: Grant Solutions, Grants Online, IDIS, DRGR, Salesforce, RGMS, ASAP, and Login.gov. We understand that our role as Grants Administrators requires daily access to grant award agreements, Federal reporting, amendments and more. Maintaining the security clearance necessary to access these online portals is of utmost importance to our team. We also provide technical assistance to our local government clients on maintaining their employee access, and run periodic checks to ensure that logins, passwords and certifications are up to date for anyone performing necessary tasks in these systems.

Post Award Project Implementation – During the Grant Award Agreement performance period, our team of Grant Administrators take the lead on all of the required tasks of implementing grant funds. After roles and responsibilities are assigned and a schedule of tasks and objectives are finalized, we will work directly with project partners and provide daily oversight to the project, with minimal local government staff responsibility. These tasks and objectives include, but are not limited to:

- 2 CFR Part 200 Compliance
- Recordkeeping
- Financial Management
- Procurement
- Federal Reporting
- Grantor Monitoring
- Subrecipient Monitoring
- Construction Project Oversight & Inspection
- Grant Award Agreement Amendments
- Reporting to Governing Boards

STEP
4

Step 4: Grant Award Agreement Closeout

Determine Closeout Period – Our Grant Administrators understand that closeout periods can vary among grant programs and Grantor agencies. After determining the closeout period (90 days or 120 days), we get to work on gathering the necessary documents and create a schedule for required tasks due for submission to the Grantor agency.

Gather Required Documentation and Reporting – After a schedule of tasks has been approved, our Grant Administrators work directly with Grantor agency representatives (when allowed) to collect any forms, in addition to Federal reporting. We work with project partners to gain the necessary information and complete the forms and send them to local government staff for review, prior to submission.

Final Drawdowns and/or Refunds – As a part of every closeout process, our Grant Administrators work with local government and project partner staff to ensure that all invoices or credit memos have been received and approved before the final payment reimbursement is finalized. When necessary, our team will consult directly with Grantor agency representatives on their refund process when grant funds have been returned from procured partners or vendors.

Submission of Required Documentation and Reporting – After a final package of closeout documentation has been completed and approved, our lead Grant Administrator will oversee the submission and request a formal letter from the Grantor agency when the closeout has been approved.

Post Closeout Federal Reporting – In the event there is a requirement for additional Federal reporting after closeout, such as Real Property Status Reports, our Grants Administration team will create a schedule of the due dates and ensure that local government staff have the tools and guidance necessary to continue reporting in compliance with program guidelines.

Approach & Methodology



4.2.2 Tasks and Services We Provide

	Project #1	Project #2	Project #3	Project #4	Project #5	Project #6	Project #7	Project #8
Post Award Project Design & Start-Up								
Risk Assessment	X	X	X	X	X	X	X	X
Evaluate Staff Capacity & Experience	X	X	X	X	X	X	X	X
Assign Roles and Responsibilities	X	X	X	X	X	X	X	X
Training & Education								
Workshop Development	X	X	X	X	X	X	X	X
Presentation of Program Requirements	X	X	X	X	X	X	X	X
Guidance on 2 CFR Part Compliance	X	X	X	X	X	X	X	X
Project Implementation								
Grant Award Agreement Execution	X	X	X	X	X	X	X	X
Special Conditions Clearance	X	X	X	X	X	X	X	X
Policies and Procedures	X	X	X	X	X	X	X	X
Invoicing	X	X	X	X	X	X	X	X
Payment Reimbursements/Drawdowns	X	X	X	X	X	X	X	X
Financial Progress Reporting SF-425	X	X	X	X	X	X	X	X
Financial Reconciliation	X	X	X	X	X	X	X	X
Budget Amendments	X	X	X	X	X	X	X	X
Performance Reporting to Grantor	X	X	X	X	X	X	X	X
Monthly Status Reports to Client	X	X	X	X	X	X	X	X
Periodic Reporting to Governing Board	X	X	X	X	X	X	X	X
SOW Amendments	X	X	X	X	X	X	X	X
Environmental Review Records	X	X	X	X	X	X	X	X
Procurement Oversight	X	X	X	X	X	X	X	X
Contract Review for Compliance	X	X	X	X	X	X	X	X
MBE Reporting	X	X	X	X	X	X	X	X
Construction Oversight & Inspection	X	X	X	X	X	X	X	X
Review Engineering Plans	X	X	X	X	X	X	X	X
Davis-Bacon Reporting	X	X	X	X	X	X	X	X
Liaison Services at Grantor Monitoring	X	X	X	X	X	X	X	X
Audit Compliance	X	X	X	X	X	X	X	X
Grant Award Agreement Closeout								
Final Progress Reporting	X	X	X	X	X	X	X	X
Financial Reconciliation	X	X	X	X	X	X	X	X
Final Financial Progress Reporting	X	X	X	X	X	X	X	X
Completion of any Other required closeout activities	X	X	X	X	X	X	X	X
Forecast any future required post-closeout reporting	X	X	X	X	X	X	X	X

4.2.3 Implementation Schedule



Tab 5 Personnel



5.1 PRINCIPAL AND KEY STAFF ASSIGNED TO THIS PROJECT



Michael Langton

President, GPC



Role:

Authorized Firm Representative and Project Oversight



Education:

Bachelor's Degree in Political Science, *Florida Atlantic University*



Certifications:

Grant Professional Certified, *Grant Professional Certification Institute*



Member Affiliations:

- Grant Professionals Association
- North Florida Chapter, Grant Professionals Association

mlangton@langtonconsulting.com

For over forty years Michael Langton has built his career around grants. Michael's introduction to grant funding began with the City of Jacksonville's Community Development Block Grant program in 1974. He later moved to healthcare, running the grants and lobbying department at Shands Jacksonville Hospital. He became familiar with the funding side of grants in his service as a member of the Florida House of Representatives. He was Co-Sponsor of the William Sadowski Act, which enacted the SHIP Program.

As President and Project Manager at Langton Associates, Michael has played a pivotal role in securing over \$500 million dollars in grant funding from Federal, State, and private foundation funding sources over the last 42 years. He manages the day-to-day operations, leads a staff of six (6) grant professionals and acts as the firm's lead marketing consultant and point-of-contact for many of our local government clients.

Aside from his managerial role at Langton Consulting, Michael has written over \$122 million in successful grants in the last five years in areas such as public works and infrastructure, economic development, and capital project funding, including \$4.7 million for Osceola County Public Works projects through the ReBuild Florida Hazard Mitigation Program (CDBG-MIT), and was a part of the grant writing team on the development of the Phase 2: Build Back Better Regional Challenge Program grant application.



Personnel



Heather Pullen

Senior Public Affairs Consultant

**Role:**

Project Manager

**Education:**

Bachelor's Degree in Elementary Education, *Flagler College*

**Certifications:**

HUD Environmental Review Process

**Member Affiliations:**

- National Grants Management Association

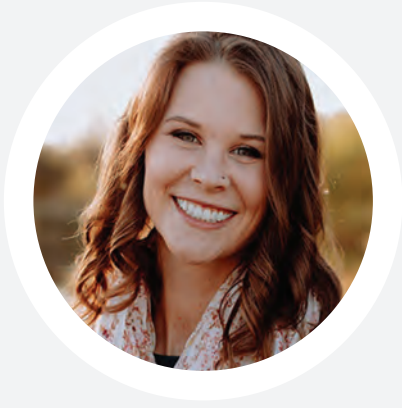
hpullen@langtonconsulting.com

Heather started her career in grants in 2006 at the Florida Department of Community Affairs as an Operations Consultant for the Florida Small Cities and Disaster Recovery CDBG Programs. In 2009, she joined the Langton team and administered over \$15 million in Neighborhood Stabilization funding for Florida local governments. In the last five years, Heather has administered over \$41.5 million in Federal funding, including FASTLANE, RESTORE, and CARES Act programs for Florida local governments. Her daily tasks and activities involve Program Design and Program Implementation including financial management, policies & procedures, reporting, record keeping, monitoring, single audits, and closeout. In 2018, she joined the National Grants Management Association and is an active presenter at their national conferences.

In 2020, she was selected by Thompson Grants to be a board member on their national editorial board and published two nationally read articles in 2020 and 2021. Heather leads our grant administration team on the development of all 5-Year HUD CDBG & HOME Consolidated Plans, Annual Action Plans, Analysis of Impediments to Fair Housing Choice Plans, as well as Substantial Amendments to all Consolidated Plans and Annual Action Plans. Other grant administration services accomplishments include the successful implementation and closeout of an \$18 million dollar Federal Railroad Administration Competitiveness and Employment by Rail project, and the ongoing implementation over \$13 million in RESTORE Act Direct Component Program grants in the Florida panhandle.



Personnel



Carla Shows

Public Affairs Consultant

**Role:**

Grant Administrator

**Education:**

Bachelor's Degree in Sociology and Criminal Justice, *University of Delaware*

Master's Degree in Sociology, *University of Massachusetts*

**Member Affiliations:**

- Grant Professionals Association
- North Florida Chapter, Grant Professionals Association
- Florida Council for Resource Development

cshows@langtonconsulting.com

Carla's career has allowed her to have a role throughout the lifecycle of grants, providing her with strong understanding of planning, acquiring, implementing and managing, and closing out grants. In addition to helping grant teams acquire more than \$30 million in external grant funding, she has used her experience to help training teams in implementation, management, and compliance.

In Carla's role with Langton Consulting, she works with clients across the grant development and administration process. She uses her research skills to identify strategically aligned funding sources from a variety of Federal, state, and corporate and private foundations for client needs. Her grant development process leans heavily on what it looks like to implement grant programs and she integrates a strong knowledge of grant compliance into the development process. Additionally, she draws on her advanced training in grant administration and management and Federal grant compliance to supports the Grant Administration Division.



Personnel



Taylor Beck

Public Affairs Consultant

**Role:**

Grant Administrator

**Education:**

Bachelor's Degree in Humanities,
Florida State University

**Member Affiliations:**

- Grant Professionals Association
- North Florida Chapter, Grant Professionals Association

tbeck@langtonconsulting.com

Since joining our firm in 2021, Taylor has been applying her diverse background to be a tremendous asset to our team. After graduating from Florida State University with a Bachelor of Art in Humanities in 2014 she began her career working in art and culture-based non-profits. Taylor first gained grant writing experience while working for the Riverside Fine Arts Association securing funding for the educational outreach program Project Listen.

Upon her start in 2021, one of her first projects to assist on was the development of the Osceola County Phase 2: Build Back Better Regional Challenge Program construction grant application. She worked with County staff, Project partners, and EDA staff to develop project narratives and budgets and compile grant application documents for submission in March 2022. After submission, she assisted our Lead Grant Administrator with the development of Federal reports and payment reimbursements for the implementation of the Phase 1: Build Back Better Regional Challenge Program planning assistance Grant Award Agreement. In 2022, she joined the grant administration team for a more hands-on role in the implementation of grants for our local governments clients, and will be providing vital support towards this project.



Personnel



Patrick Cantrell

Associate Consultant



Role:

Grant Administration Support



Education:

Bachelor's Degree in Geography,
The University of Texas



Member Affiliations:

- National Grants Management Association

pcantrell@langtonconsulting.com

Patrick has 25 years' experience directing, procuring, and managing grants and contracts generating over \$775 million in 10 different enterprises. Unique to his career is the strong relationship development skills he has with Government, Corporate, and Non-Profit clients and being the primary technical solutions contact for over 10,000 customers and partners.

Patrick's experience includes over 5 years of work with HUD CDBG-DR in all appropriations; Disaster Relief, Long Term-Recovery, Restoration of Infrastructure, Housing, and Economic Revitalization. Project Lead for disaster reconstruction projects while collaborating with partner Federal Assistance Programs on revitalization projects; Federal Emergency Management Agency (FEMA), the Small Business Administration (SBA), and the United States Army Corps of Engineers (USACE). Performing duties in adherence to Federal Disaster Declarations, Federal Register Notices, the Stafford Act; National Objective, Eligibility, Duplication of Benefits, Waivers. Conducting Financial Management and Grant Compliance for HUD, State of New York, and all Grantor partners in accordance with Laws, Regulations, and Notices.

Patrick has extensive expertise with multiple Federal Agencies, US Treasury, HUD, OPM, CDC, NIH, HRSA. He has a clear understanding of the process of issuing and responding to RFPs, Grants, Contracts, Reports, Evaluations. Preparing external audits, providing subcontractor technical assistance, managing quality assurance reporting, writing program narratives, performance measures, grantor correspondence.

Patrick joined Langton in 2021 assisting with the implementation and administration of US Treasury ARPA Rental Assistance program for St. Lucie County, Florida.



Personnel



Daris Berg

Associate Consultant

**Role:**

Grant Administration Support

**Education:**

Bachelor's Degree in Accounting,
University of Rhode Island

**Member Affiliations:**

- National Grants Management Association

Daris' grant administration career has included working for two outstanding higher education research institutions, George Washington University and George Mason University, as well as an international nonprofit and the local government. His experience includes both pre-award and post-award administration with Federal, non-Federal, international and state funding. His strength is post-award administration and he has been responsible for many multi-year awards such as a \$900,000 FTA grant for a local construction project and a \$2,000,000 USAID grant for agricultural work in Africa.

In 2021, Daris worked in collaboration with Langton Consulting to assist with the CDGB grant application on behalf of Franklin County, FL/Weems Hospital under the Rebuild Florida General Infrastructure Repair Program (Hurricane Michael). He was responsible for preparing and assembling required documentation including the budget, budget narrative, regulatory information and proposal narrative as well as submitting the proposal online.

Daris has been a member of the National Grants Management Association for the past ten years.



Personnel



James "Jim" Reynolds, PE

*Subcontractor/All Aspects
Inspection Services, LLC*



Role:

On-site Construction and
Project Inspection



Education:

Bachelor's Degree in Civil
Engineering, *University of Florida*



Member Affiliations:

- American Society of Civil Engineers
- National Society of Professional Engineers

Jim Reynolds, PE is a licensed Professional Civil Engineer with a structural background. He has extensive experience with municipal public works project from his years as Director of Engineering and Executive Director of the Florida Keys Aqueduct Authority. He has been living in Monroe County and practicing Engineering for the past 29 years.

Notable Projects in Monroe County, Florida:

- Florida Keys Aqueduct Authority Administration Building
- Monroe County Public Library
- Florida Keys Aqueduct Authority Desalination Facility



Personnel



Richard "Rick" Milelli, PE

*Subcontractor/All Aspects
Inspection Services, LLC*



Role:

On-site Construction and
Project Inspection



Education:

Bachelor's Degree in Environmental
Engineering and Sciences,
University of Florida

Richard Milelli, PE is a licensed Professional Civil Engineer has been living in Monroe County and practicing engineering on a variety of private, military, and commercial projects for the past 22 years. He has a wide range of civil, commercial renovation, residential construction and structural engineering experience including the design of subdivisions and developments in Key West and the Lower Keys; designing docks (single and multifamily); spalling repairs, retaining walls; and foundations. Mr. Milelli has extensive civil engineering experience in the design of site grading, sidewalks and accessible routes, roads, site lighting, landscaping, storm water management systems, water and sewer distribution systems, and erosion control plans and structural engineering for docks, concrete spalling, foundations, piers, retaining walls and slabs. Mr. Milelli also has experience with permitting and construction coordination with Federal, State and Local agencies such as The City of Key West, Monroe County, SFWMD, ACOE, FCAA, Keys Energy Services, FDEP, AT&T, FDOT, NOAA, and NMFWS.



Personnel

5.2 CONSULTANT ROLES AND RESPONSIBILITIES



Michael Langton | *Executive Officer/Firm Authorizing Representative*

✉ mlangton@langtonconsulting.com

Roles and Responsibilities: Michael Langton will be the direct point of contact for contract execution and project oversight.



Heather Pullen | *Project Manager*

✉ hpullen@langtonconsulting.com

Roles and Responsibilities: Heather Pullen will be the direct point of contact and technical advisor to the client Project Supervisor and provide oversight of performance progress tracking, manage task assignments of grant administrators, and perform high-level project implementation tasks that involves sensitive information (I.e., financial management, procurement, contracts and purchasing documentation, etc.) or special authority from Grantor agency.



Carla Shows | *Grant Administrator*

✉ cshows@langtonconsulting.com

Roles and Responsibilities: Carla Shows will perform grant administration tasks related to policies and procedures development, recordkeeping requirements, records maintenance, grant administration training, Grant Award Agreement amendments, and compliance monitoring responsibilities, under the direct supervision of the Project Manager.



Taylor Beck | *Grant Administrator*

✉ tbeck@langtonconsulting.com

Roles and Responsibilities: Taylor Beck will perform grant administration tasks related to financial management (I.e., payment reimbursements, funding draw downs, reconciliations), Program reporting, and Program audits, under the direct supervision of the Project Manager.



Personnel



Patrick Cantrell | *Associate Grant Administrator*

✉ pcantrell@langtonconsulting.com

Roles and Responsibilities: Patrick Cantrell will perform specific grant administration tasks in support of the Grants Administration Division.



Daris Berg | *Associate Grant Administrator*

✉ dberg@langtonconsulting.com

Roles and Responsibilities: Daris Berg will perform specific financial management and reporting tasks in support of the Grants Administration Division.



Jim Reynolds | *Subcontractor/Construction Oversight*

✉ jim@allaspectsflkeys.com

Roles and Responsibilities: Jim Reynolds will perform local, on-site construction project oversight tasks to ensure all activities remain in compliance with Federal, State and local regulations and laws.



Rick Milelli | *Subcontractor/Construction Oversight*

✉ rick@allaspectsflkeys.com

Roles and Responsibilities: Rick Milelli will perform local, on-site construction project oversight tasks to ensure all activities remain in compliance with Federal, State and local regulations and laws.

Tab 6 Qualifications





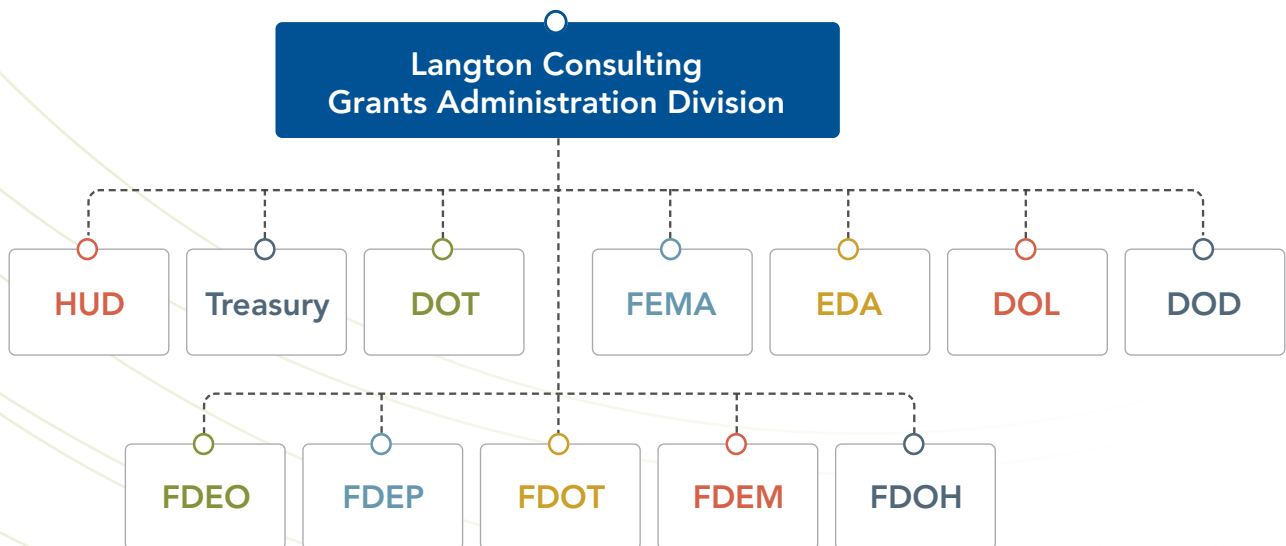
Qualifications

6.1 EXPERT KNOWLEDGE IN FEDERAL FINANCIAL & OTHER REGULATORY COMPLIANCE

Your Departments and staff will have ready access to our grants administration team, comprised of technical experts in *2 CFR Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, *Federal Acquisition Regulation (FAR)*, and the *GAO Green Book for Federal Accounting*, who use these tools as a baseline for daily project implementation. Your *Project Manager*, Heather Pullen, has dedicated the last sixteen (16) years of her public and private government sector experience on the assurance that each and every grant we administer closes out on-time, with NO findings or concerns, avoiding risk of financial recapture. In addition, we hand pick our grant administration professionals, based on their actual, *real-life* experience with implementing government accounting practices towards the administration of Federal and State grant funding awards. In 2021, we added Daris Berg to our Grants Administration Division, due to his educational background in Accounting and his celebrated career and commitment to continuing education in grant administration, in order to best serve our clients with the daunting tasks of financial management.

6.1.1 Proven Success Working with Federal and State Grantor Agencies

In addition to our extensive work history with the *Florida Department of Economic Opportunity (FDEO)* and their programs, our grants administration team has administered multi-million dollar and multi-jurisdictional projects for some of the largest, and often times intimidating, Federal Grantor agencies in the Country with confidence and pride, and that is what we intend to do for your Departments and projects, as well!





6.2 UNIQUE AWARDS AND ACCOMPLISHMENTS

The last three (3) years have been the most challenging for grants administration in our 42 year history in business due to the National health and financial crisis of the COVID-19 pandemic. We have seen project sites closed down, Contractors walking off the job, rising costs due to supply chain issues, and time delays caused by extended isolation requirements, but that has not stopped us from persevering and getting the job done. As you will see in the following sections of this *Proposal Response*, **Langton Consulting** professionals continued their responsibilities in order to achieve the highest level of success for our Florida clients, despite the negative environmental and economic factors of the pandemic.

6.2.1 Grant Awards Administered (in the last three (3) years)

Project: Taylor County Competitiveness and Employment by Rail Project

Grant Amount: \$18 million

Project Description: In August 2019, the Taylor County Board of County Commissioners selected Langton Consulting to provide full-service grant administration towards the implementation of an \$18 million railroad improvement project that spanned over 86 miles of track in North Florida and South Georgia. This was the first time that we administered a grant that had a private-sector partner as the Sub-Recipient, and it required daily oversight of the Sub-Recipient to ensure that all FRA program guidelines and 2 CFR Part 200 requirements were being met. This grant also had to be administered under very strict safety protocols due to the COVID-19 pandemic, which limited face-to-face interaction. Due to our flexibility and experience, this grant was successfully completed with praise from FRA staff in December 2022.

Project: St. Lucie County and City of Port St. Lucie Emergency Rental Assistance Programs

Grant Amount: \$9 million

Project Description: In March 2021, the St. Lucie County Board of County Commissioners, in partnership with the City of Port St. Lucie, FL, selected Langton Consulting to provide daily oversight of over \$9 million in U.S. Department of Treasury, Emergency Rental Assistance Program funds to provide up to twelve (12) months of rental assistance to qualified residents to keep them stably housed during the economic downturn caused by the COVID-19 pandemic. Our daily oversight efforts led to over four hundred (400) residents receiving rental assistance and over one hundred (100) residents avoided eviction.

Project: St. Lucie County Mortgage Assistance Program

Grant Amount: \$1million

Project Description: In March 2021, the St. Lucie County Board of County Commissioners selected Langton Consulting to provide daily oversight of over \$1 million in St. Lucie County general revenue funds to provide emergency mortgage assistance to qualified residents to avoid foreclosure during the economic downturn caused by the COVID-19 pandemic. Our daily oversight efforts led to over eighty (80) residents receiving mortgage assistance, with over half facing immediate foreclosure.

Project: Osceola County Building Central Florida's Semi-Conductor Cluster for Broad-Based Prosperity

Grant Amount: \$500,000.00

Project Description: Osceola County was awarded \$500,000 in planning assistance funds through the American Rescue Plan Act funded Build Back Better Regional Challenge Program, managed by the Economic Development Administration, in partnership with the newly formed Central Florida Semiconductor Coalition to develop a full grant application for Phase 2: Construction of the Building Central Florida's Semi-Conductor Cluster for Broad-Based Prosperity project meant to expand the technology and increase manufacturing capabilities in the 500-acre technology district called NeoCity in Osceola County. In January 2022, Osceola County selected Langton Consulting to administer the Grant Award Agreement and manage daily grant administration activities through its anticipated closeout in December 2023.

Project: Osceola County Neighborhood Stabilization Programs (NSP1 & NSP3)

Grant Amount: \$4.5 million

Project Description: Osceola County was awarded \$500,000 in planning assistance funds through the American Rescue Plan Act funded Build Back Better Regional Challenge Program, managed by the Economic Development Administration, in partnership with the newly formed Central Florida Semiconductor Coalition to develop a full grant application for Phase 2: Construction of the Building Central Florida's Semi-Conductor Cluster for Broad-Based Prosperity project meant to expand the technology and increase manufacturing capabilities in the 500-acre technology district called NeoCity in Osceola County. In January 2022, Osceola County selected Langton Consulting to administer the Grant Award Agreement and manage daily grant administration activities through its anticipated closeout in December 2023.

6.2.2 Notable Construction Projects Overseen by All Aspects Inspection Services, LLC



Monroe County Emergency Operations Center

Construction Completing
February 2024

Entity
Monroe County Board of County Commissioners

Services Provided
Threshold Inspection Services



Monroe County Public Library

Construction Completed
July, 2021

Entity
Monroe County Board of County Commissioners

Services Provided
Building Code Inspection Services



Florida Keys Aqueduct Authority Administration Building

Construction completed
February 2022

Entity
Florida Keys Aqueduct Authority

Services Provided
Building Code Administrator and Inspection Services

Tab 7 Client References





Client References

7.1 PROFESSIONAL REFERENCES

7.1.1 Langton Consulting References for Similar Projects



Client Name: *City of Key West*
Project Manager: Carolyn Sheldon, *Senior Grants Admin.*
Address: 1300 White Street | Key West, Florida 33040
Phone: (305) 809-3741 | **E-mail:** csheldon@cityofkeywest-fl.gov
Description of services provided: Research and testing eligibility of potential projects to fund with ARPA SLFRF funds and technical assistance with quarterly Reporting requirements.
Time Period of the Project or Contract: 2022 - present
Total annual amount of contract: \$15,000.00



Client Name: *Taylor County*
Project Manager: LaWanda Pemberton, *County Administrator*
Address: 201 E Green Street | Perry, Florida 32347
Phone: (850) 838-3500 | **E-mail:** lpemberton@taylorcountygov.com
Description of services provided: Full-service grant administration of an \$18 million Cooperative Agreement with the Federal Railroad Administration for completion of the Taylor County Competitiveness and Employment by Rail project.
Time Period of the Project or Contract: 2019-2022
Total annual amount of contract: \$145,000.00



Client Name: *Osceola County*
Project Manager: Mike Nichola, *Gov't Affairs Director*
Address: 1 Courthouse Square, Suite 4700 | Kissimmee, FL 34741
Phone: (407) 742-2393 | **E-mail:** mike.nichola@osceola.org
Description of services provided: Full-service grant administration of a \$500,000 planning assistance grant for completion of Phase 1 activities of the Build Back Better Regional Challenge Program, Building Central Florida's Semiconductor Cluster for Broad-Based Prosperity project.
Time Period of the Project or Contract: 2022 - present
Total annual amount of contract: \$70,000.00


7.1.2 All Aspects Inspection Services, LLC References for Similar Projects

Project: Monroe County Emergency Operations Center
Client: Monroe County Board of County Commissioners
Time Period of Project: Construction completing February 2024
Services Provided: Threshold Inspection Services

Project: Florida Keys Aqueduct Authority Administration Building
Client: Florida Keys Aqueduct Authority
Time Period of Project: Construction completed February 2022
Services Provided: Building Code Administrator and Inspection Services

Client: City of Key West Building Department
Time Period of Project: June 2020 through July 2021
Services Provided: Building permit inspection services

Tab 8
Sworn
Statements
and Affidavits



ANTI-KICKBACK AFFIDAVIT

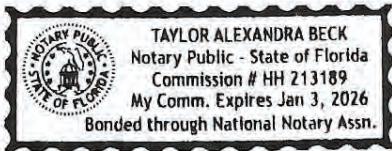
STATE OF Florida

COUNTY OF Duval

I the undersigned hereby duly sworn, depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: *Michael Langton*

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this 24 day of APRIL, 2023, by MICHAEL LANGTON



(NOTARY SEAL)

T Beck
(Signature of Notary Public- State of Florida)

TAYLOR BECK
(Name of Notary Typed, Printed, or Stamped)

Personally Known X OR Produced Identification _____
Type of Identification Produced _____

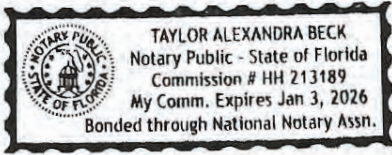
NON-COLLUSION AFFIDAVIT

STATE OF Florida
COUNTY OF Duval


I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

BY: 

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this 24 day of APRIL, 2023, by MICHAEL CARLTON



(NOTARY SEAL)


(Signature of Notary Public- State of Florida)

TAYLOR BECK
(Name of Notary Typed, Printed, or Stamped)

Personally Known OR Produced Identification _____

Type of Identification Produced _____

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted for Michael Langton, President
(print individual's name and title)

by Langton Associates, Inc.
(print name of entity submitting sworn statement)

whose business address is 5627 Atlantic Blvd Suite 4, Jacksonville, FL 32207

and (if applicable) its Federal Employer Identification Number (FEIN) is
59-2247694

(if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement): _____

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

- a. A predecessor or successor of a person convicted of a public entity crime: or
- b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an

affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

M Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER

31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

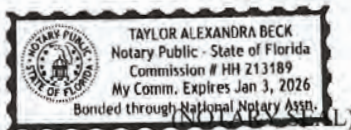
Michael Ladston
(SIGNATURE)

4/24/23
(DATE)

STATE OF Florida

COUNTY OF Duval

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this 24 day of APRIL, 2023, by MICHAEL LADSTON



T Beck
(Signature of Notary Public- State of Florida)

TAYLOR BECK
(Name of Notary Typed, Printed, or Stamped)

Personally Known OR Produced Identification

Type of Identification Produced _____

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

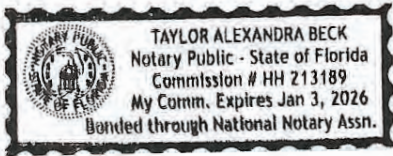
STATE OF Florida

COUNTY OF Duval


I, the undersigned hereby duly sworn, depose and say that the firm of Langton Associates, Inc.
_____ provides benefits to domestic partners of its employees on the
same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances
Sec. 2-799.

By: 

Sworn to (or affirmed) and subscribed before me by means of physical presence or
online notarization, this 24 day of APRIL, 2023 by MICHAEL LANGTON



(NOTARY SEAL)


(Signature of Notary Public – State of Florida)

TAYLOR BECK
(Signature of Notary Public – State of Florida)

Personally Known OR Produced Identification _____

Type of Identification Produced _____

CONE OF SILENCE AFFIDAVIT

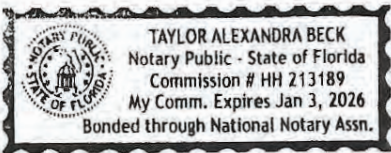
Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF Florida
COUNTY OF Duval

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Langton Associates, Inc. have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

Michael Langton
(signature)
4/24/23
(date)

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this 24 day of APRIL, 2023 by MICHAEL LANGTON



(NOTARY SEAL)

T. Beck
(Signature of Notary Public – State of Florida)
TAYLOR BECK
(Signature of Notary Public – State of Florida)

Sec. 2-773. Cone of Silence.

- (a) *Definitions.* For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:
- (1) *Competitive solicitation* means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
 - (2) *Cone of silence* means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
 - (3) *Evaluation or selection committee* means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
 - (4) *Vendor* means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
 - (5) *Vendor's representative* means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.
- (b) *Prohibited communications.* A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:
- (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
 - (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
 - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee therefore; and
 - (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.
- (c) *Permitted communications.* Notwithstanding the foregoing, nothing contained herein shall prohibit:

- (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
 - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.
 - (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.
 - (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;
 - (3) Oral communications at duly noticed pre-bid conferences;
 - (4) Oral presentations before publicly noticed evaluation and/or selection committees;
 - (5) Contract discussions during any duly noticed public meeting;
 - (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;
 - (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
 - (8) Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;
- (d) *Procedure.*
- (1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.
 - (2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation or takes other action which ends the competitive solicitation.
 - (3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.
- (e) *Violations/penalties and procedures.*
- (1) A sworn complaint alleging a violation of this ordinance may be filed with

the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.

- (2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.
- (3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.
- (4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.
- (5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section. (*Ord. No. 13-11, § 1, 6-18-2013*)

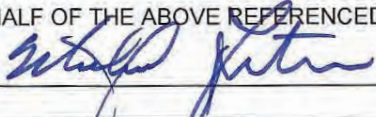
**VENDOR CERTIFICATION REGARDING
SCRUTINIZED COMPANIES LISTS**

Respondent Vendor Name: Langton Associates, Inc.
 Vendor FEIN: 59-2247694
 Vendor's Authorized Representative Name and Title: Michael Langton, President
 Address: 5627 Atlantic Blvd Suite 4
 City: Jacksonville State: Florida Zip: 32207
 Phone Number: 904-614-9861
 Email Address: mlangton@langtonconsulting.com

Section 287.135(2)(a), Florida Statutes, prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars (\$1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

AS THE PERSON AUTHORIZED TO SIGN ON BEHALF OF RESPONDENT, I HEREBY CERTIFY THAT THE COMPANY IDENTIFIED ABOVE IN THE SECTION ENTITLED "RESPONDENT VENDOR NAME" IS NOT LISTED ON EITHER THE SCRUTINIZED COMPANIES THAT BOYCOTT ISRAEL LIST, SCRUTINIZED COMPANIES WITH ACTIVITIES IN SUDAN LIST OR THE SCRUTINIZED COMPANIES WITH ACTIVITIES IN THE IRAN PETROLEUM ENERGY SECTOR LIST I UNDERSTAND THAT PURSUANT TO SECTION 287.135, FLORIDA STATUTES, THE SUBMISSION OF A FALSE CERTIFICATION MAY SUBJECT SUCH COMPANY TO CIVIL PENALTIES, ATTORNEY'S FEES, AND/OR COSTS AND TERMINATION OF THE CONTRACT AT THE OPTION OF THE AWARDING GOVERNMENTAL ENTITY.

CERTIFIED BY: Michael Langton President
PRINT NAME PRINT TITLE

WHO IS AUTHORIZED TO SIGN ON BEHALF OF THE ABOVE REFERENCED COMPANY.
 Authorized Signature: 

CITY OF KEY WEST INDEMNIFICATION FORM

PROPOSER agrees to protect, defend, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against any and all claims, debts, demands, expense and liability arising out of injury or death to any person or the damage, loss of destruction of any property which may occur or in any way grow out of any act or omission of the PROPOSER, its agents, servants, and employees, or any and all costs, expense and/or attorney fees incurred by the City as a result of any claim, demands, and/or causes of action except of those claims, demands, and/or causes of action arising out of the negligence of The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, agents, servants and employees. The PROPOSER agrees to investigate, handle, respond to, provide defense for and defend any such claims, demand, or suit at its sole expense and agrees to bear all other costs and expenses related thereto, even if it (claims, etc.) is groundless, false or fraudulent. The City of Key West does not waive any of its sovereign immunity rights, including but not limited to, those expressed in Section 768.28, Florida Statutes. PROPOSER understands and agrees that any and all liabilities regarding the use of any subcontractor for services related to this agreement shall be borne solely by the PROPOSER. Ten dollars of the consideration paid by the City is acknowledged by PROPOSER as separate, good and sufficient consideration for this indemnification.

This indemnification shall be interpreted to comply with Section 725.06 and 725.08, Florida Statutes.

These indemnifications shall survive the term of this agreement. In the event that any action or proceeding is brought against the City of Key West by reason of such claim or demand, PROPOSER shall, upon written notice from the City of Key West, resist and defend such action or proceeding by counsel satisfactory to the City of Key West.

The indemnification provided above shall obligate PROPOSER to defend at its own expense to and through appellate, supplemental or bankruptcy proceeding, or to provide for such defense, at the City of Key West's option, any and all claims of liability and all suits and actions of every name and description covered above which may be brought against the City of Key West whether performed by PROPOSER, or persons employed or utilized by PROPOSER.

The PROPOSER's obligation under this provision shall not be limited in any way by the agreed upon Contract Price as shown in this agreement, or the PROPOSER's limit of or lack of sufficient insurance protection.

COMPANY SEAL

PROPOSER: Langton Associates, Inc.

5627 Atlantic Blvd Suite 4

Address Jacksonville, FL 32207

Signature 

Michael Langton 4/24/23
Print Name Date

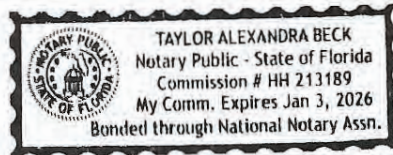
President
Title

NOTARY FOR THE PROPOSER

STATE OF Florida

COUNTY OF Duval

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this 24 day of APRIL, 2023 by MICHAEL LANGTON.



Signature of Notary  Print, Type or Stamp Name of Notary

Personally Known OR Produced Identification

Type of Identification Produced _____



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
04/17/2023

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 MATTHEW F. CARLUCCI STATE FARM INS. 3707 HENDRICKS AVE. JACKSONVILLE, FL 32207	CONTACT NAME: PHONE (A/C, No, Ext): 904-399-5544 FAX (A/C, No): 904-399-1536 E-MAIL ADDRESS: MORGAN@MATTCARLUCCI.COM
	INSURER(S) AFFORDING COVERAGE INSURER A : State Farm Fire and Casualty Company NAIC # 25143 INSURER B : State Farm Florida Insurance Company 10739 INSURER C : State Farm Mutual Automobile Insurance Company 25178 INSURER D : INSURER E : INSURER F :
INSURED LANGTON ASSOCIATES INC. 5627 ATLANTIC BOULEVARD, SUITE #4 JACKSONVILLE, FL 32207	

COVERAGES CERTIFICATE NUMBER: 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:		Y	98-BE-V958-9 B	06/25/2022	06/25/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000 HIRED/NON-OWNED \$ 1,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY			492 9683-F10-59V	12/10/2022	06/10/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB OCCUR <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			98-BG-D739-8 B	11/11/2022	11/11/2023	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$
A	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	N/A	98-CB-Y478-7	05/21/2022	05/21/2023	<input checked="" type="checkbox"/> PER STATUTE <input checked="" type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	EMPLOYERS NON-OWNED AUTO & HIRED AUTO			C40 6097-B12-59	02/12/2023	08/12/2023	CSL \$500,000

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

CERTIFICATE HOLDER Proof of Insurance	CANCELLATION 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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State of Florida

Department of State

I certify from the records of this office that LANGTON ASSOCIATES, INC. is a corporation organized under the laws of the State of Florida, filed on April 19, 1982.


The document number of this corporation is F76790.

I further certify that said corporation has paid all fees due this office through December 31, 2023, that its most recent annual report/uniform business report was filed on February 2, 2023, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Seventeenth day of April, 2023*




Secretary of State

Tracking Number: 6332240290CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



City of Key West
1300 White Street, Key West, FL, 33040 (305) 809-3700

ADDENDUM NO. 1

**CDBG Grant Administration Services
RFP # 22-007**

This addendum is issued as supplemental information to the bid package for clarification of certain matters of both a general and technical nature.

QUESTIONS/CLARIFICATIONS:

Question 1

Does the City have an existing CDBG-DR, CDBG-CV and CDBG-MIT consultant?

Response 1

No

Question 2

What are the expenditure deadlines for each grant agreement?

Response 2

The Period of Agreement end dates are as follows:

IR008 – 06/30/2024

IR037 – 07/12/2026

IR043 – 11/01/2026

MT010 – 10/21/2026

MT011 – 08/03/2026

MT050 – 11/01/2026

MT051 – 11/09/2026

22CV-S14 – 09/30/2023 (pending approval of two-year extension to 09/30/2025)

Question 3

Has the City began administering any of the funds? Are any projects underway?

Response 3

Yes, administering these funds has begun to comply with reporting requirements and environmental review. Environmental Exempt Activities have been approved for all projects. All projects, with the exception of MT010 and MT011, must have a higher level of environmental review which is underway in various stages. None of the agreements have been issued the Authority to Use Grant Funds.

Yes, all projects are underway in various stages. The following projects are also funded with FEMA Hazard Mitigation Grant Program (HMGP) funds: IR008, IR037, and IR043. MT010 is also funded with FDEP Resilient Florida Programs funds.

Question 4

If awarded, would the prospective responding firm be precluded from performing the work funded by any of these grants?

Response 4

As long as the bid and bidder are responsible and responsive, it should be considered.

Question 5

Under the different contracts, will any of the grant funds be used to make grants to smaller entities (community groups, City partners, non-profits, etc.) or will all expenditures be used directly for City projects?

Response 5

All expenditures will be used directly for City projects.

Question 6

What projects have been identified through the funding from these agreements:

- CDBG-DR: IR008, IR037
- CDBG-MIT: MT010, MT011, MT050, MT051, IR043
- CDBG-CV: 22CV-S14
- Is each agreement tied to a different project or can multiple agreements be used to fund the same project?

Response 6

CDBG-DR:

IR008 (implementation/engineering services) Force Main relocation

IR037 (construction) Force Main relocation

CDBG-MIT:

MT010 (planning) Key West Comprehensive Adaptation and Resilience Implementation Plan (CARIP)

MT011 (planning) Duval Street Economic Corridor Resiliency and Revitalization Plan

MT050 (implementation/design/construction) Fogarty and 3rd Pump Station

MT051 (implementation/construction) Tide Valves and Outfall Improvements

IR043 (construction) Harris and 10th Outfall

CDBG-CV:

22CV-S14 (construction) John Jones Navigation Center (formerly known as Keys Overnight Temporary Shelter or KOTS)

IR008 and IR037 fund the same project but different phases of that project. Other than IR008 and IR037, each project is funded with its own agreement.

Question 7

Can the City specify what funding and projects have been awarded in relation to COVID-19?

Response 7

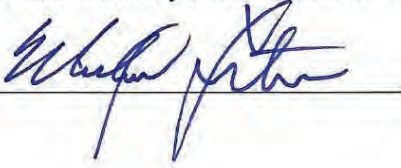
In relation to COVID-19, there is only one agreement awarded to the City - 22CV-S14 for \$4,300,000 to assist with the construction of a new homeless shelter.

Additional information:

The earliest meeting for City Commission approval of the Selection Committee Ranking is June 8, 2023.

All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 1** by submitting the addendum with their proposal as a required form. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.

Signature

A handwritten signature in blue ink, appearing to read "Whelan J. [unclear]", written over a horizontal line.

Name of Business

The handwritten name "LANGTON ASSOCIATES, INC." in blue ink, written over a horizontal line.

Tab 9 Cost Proposal



9.1 COST PROPOSAL

Due to our long history with the City of Key West, and our presence as your Grant Developers, Langton Consulting is drastically reducing our hourly rate cards as a direct cost savings for the administration of your CDBG projects.

Exhibit C: Cost Proposal

Consultant Name: Langton Associates, Inc.

Project Name: **CDBG Grant Administration Services**
Project Number: **RFP #22-007**

Grant Administration Services (hourly): Please enter staff position, all-inclusive hourly rate (that includes anticipated increases or any discounts offered over the years factored into the rate), hours per month, and total cost per month. Refer to Section C.12, Item 10 Cost Proposal.

Staff Position	Hourly Rate	Hours per Month	Total Cost per Month
Principal Consultant	\$ 195	5	\$ 975
Project Manager	\$ 175	20	\$ 3,500
Grant Administrators	\$ 150	15	\$ 2,250
Grant Administration Support	\$ 145	10	\$ 1,450
Subcontractor/Construction Oversight	\$ 200	5	\$ 1,000
	\$		\$
	\$		\$
	\$		\$
Total Estimated Monthly Cost of Grant Administration A)			\$ 9,175.00
Total Estimated Annual Cost of Grant Administration		(A x 12) B)	\$ 110,100.00
Total Estimated 5-Year Cost of Grant Administration*		(B x 5) C)	\$ 550,500.00

*Due to our long history with the City of Key West, and our presence as your Grant Developers, Langton Consulting is drastically reducing our hourly rate cards as a direct cost savings for the administration of your CDBG projects.

Notes:

The Cost/Price selection criteria is scored based on a formula. The “Total Estimated 5-Year Cost of Grant Administration” price from above is what’s plugged into the formula. If the proposed cost is more than twice the lowest proposed cost, it will trigger a negative number. Negative numbers are assigned a score of zero (0) rather than using a negative number.

Formula:

Cost/Price scores are determined by the proposal with the lowest total cost; lowest total cost gets the maximum number of cost points; remaining proposals are rated using the following formula:

$$[1 - (B-A)/A] \times C = \text{Final Cost Score}$$

A = lowest Offeror's cost

B = Offeror's cost being scored

C = maximum number of cost points available

Thank You for the
opportunity to present
our proposal for

RFP Number: 22-007

Request for Proposals:
CDBG Grant Administration Services

Key West, Florida

Opening Date and Time: Wednesday, May 10, 2023, 3:30 pm, EDT





Physical:
5627 Atlantic Blvd, Suite 4
Jacksonville, FL 32207

Mailing:
PO Box 37007
Jacksonville, FL 32236-7007

904.598.1368
langtonconsulting.com

Michael Langton, *President*
mlangton@langtonconsulting.com