

Collection of Delinquent Ad Valorem Tax and Court Fines

RFP 26-006 Cover Sheet
Due Date: Thursday, November 20th, 2025, at 2p.m.

Linebarger Goggan Blair & Sampson, LLP

Name of Firm/Company

Norman J. Nelson

Managing Partner

Agent's Name (Please Print)

Agent's Title

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TX

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City

State

Zip

713.844.3460

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Telephone Number

Email Address



November 28, 2025

Authorized Signature

Date

Submission Checklist

Submission package shall consist of the following items. **Be sure to review the RFP documents for details of required proposal format.**

- Cover Sheet
- Proposal (If hard copy submitted: one copy marked "original" and one copy marked "copy")
- Cost Sheet
- References
- Public Information Act Form
- HB 89 Verification Form
- Conflict of Interest Questionnaire (if required)

Certification and Addenda Acknowledgement

Agent must initial next to each addendum released to verify receipt:

Addendum #1 N.J.N. Addendum #2 N.J.N. Addendum #3 N.J.N.

Addendum #4 _____ Addendum #5 _____ Addendum #6 _____

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COVER LETTER

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

ATTORNEYS AT LAW
4828 Loop Central Drive, Suite 600
Houston, TX 77081

Main: 713.844.3400

November 28, 2025

City of League City, Texas
RFP # 26-006 – Collection of Delinquent Ad Valorem Tax and Court Fines
400 West Walker Street
League City, TX 77573

**RE: City of League City, TX Request for Proposals (RFP) for Collection of
Delinquent Ad Valorem Tax and Court Fines RFP #26-006**

To Whom It May Concern:

On behalf of Linebarger Goggan Blair & Sampson, LLP (Linebarger), we are pleased to submit our response to the City of League City, Texas (City) Request for Proposals (RFP) for Collection of Delinquent Ad Valorem Taxes and Court Fines via Public Purchase.

For nearly five decades, Linebarger has specialized exclusively in the collection of governmental receivables, serving more than 2,600 government entities nationwide, including over 1,900 in Texas. We currently represent 41 taxing entities in Galveston County, reflecting our deep local roots and understanding of the region's unique needs. Our Galveston office, which has represented area clients continuously since 1957, provides the City with direct local access, while our Houston office offers the extensive resources and support of a full-service government collections firm.

As the City's current vendor, we are uniquely positioned to ensure a seamless continuation of services. We are proud of the trust the City has placed in our firm and remain committed to maintaining the highest standards of performance, transparency, and client service. As a Capital Partner and a member of the Firm's Management Committee, I am authorized to make representations on behalf of Linebarger. Our experienced team, led by Capital Partner Mark Ciavaglia for delinquent property tax collections and Capital Partner Richard Hill for court fines collections, stands ready to continue delivering the results and reliability the City has come to expect. Our contact information is as follows:

Norman J. Nelson,
Managing Partner
norman.nelson@lgbs.com
Phone: 844.3460

Mark E. Ciavaglia,
Capital Partner
mark.ciavaglia@lgbs.com
Phone: 713.844.3548

Richard S. Hill,
Capital Partner
richard.hill@lgbs.com
Phone: 713.844.3450

Linebarger remains fully committed to providing the highest level of service, performance, and accountability to the City. Our local presence, supported by the extensive resources of our Houston office, ensures that the City receives unparalleled value and responsiveness. Please feel free to contact us at any time for additional information or clarification.

Respectfully,



Norman J. Nelson
Managing Partner – Houston Office

TAB A – References and Experience

a) FIRM INTRODUCTION & STAFFING

Organization

Linebarger Goggan Blair & Sampson, LLP (Linebarger) is a national law firm dedicated to the collection of governmental receivables. Established in Texas in 1976, the firm has specialized in delinquent property tax collection for nearly five decades and has provided delinquent court fine collection services since 1998. Linebarger currently manages more than \$4.1 billion in total levies owed with penalties and interest, generating approximately \$1 billion annually for schools, cities, counties, and other governmental entities nationwide.

Linebarger has focused on delinquent property tax collections since its founding in 1976 and began collecting delinquent court fines in 1998. The firm is licensed or authorized to collect in all 50 states, Puerto Rico, and the U.S. Virgin Islands. Today, Linebarger serves more than 2,600 government entities, including 497 cities, 447 school districts, and 101 counties in Texas alone.

Administration

Linebarger's leadership in government collections begins with our 11-member Management Committee, which has over 350 years of collective experience working with government clients. Every member oversees one or more of our law offices' central administrative departments and operating facilities. Our management structure ensures that our most qualified, experienced personnel take responsibility for collection programs, quality control, and customer service.

Management Structure for the City's Project

Our proposed management structure for the City's project consists of two units: the Linebarger management committee and the project management team. The 11 senior partners comprising the law firm's management committee, together with the firm's chief operating officer, manage all law firm operations. Management Committee member Norman Nelson, who oversees our Houston office, will assure the City has the highest level of service possible.

Staffing

Delinquent Tax Program Team

Capital Partner Mark E. Ciavaglia manages Linebarger's Galveston County office. For the past 32 years, Mark's professional practice has been focused on the collection of delinquent government receivables, primarily delinquent property taxes. Mark has served as Managing Partner of the Galveston County office since July 2004, overseeing all the Firm's operations with respect to the collection of delinquent property taxes, special assessment liens and delinquent public improvement district assessments. He will work closely with Partner Richard Hill to assure that all fees and fines services meet the City's expectations.

Partner Emily K. Watkins assists Mark in day-to-day operations. Emily worked in Linebarger's Houston office before joining Linebarger's Galveston County office. Ms. Watkins will serve as lead attorney in every phase of tax collection litigation, from lawsuit production to managing Linebarger's Galveston County litigation docket.

Our local office also has the support of many experienced attorneys and collection professionals located in the Houston office.

Managing Partner Norman J. Nelson will provide advice and counsel on collection strategies and management issues. As a member of the Management Committee, he will assure that the firm delivers on the promises made.

Capital Partner Tara L. Grundemeier will protect the City's interests in all bankruptcy cases. Ms. Grundemeier has been with our firm over 21 years, where she has been practicing in the firm's bankruptcy law section.

Capital Partner Tanya F. Eriksson Wood is available to the Firm's Galveston County office to assist with needed management and reporting duties. As a former tax collector, she brings extensive experience in property tax collections and reporting to the City's collection program.

Director of Collection and Litigation Robert Cortez will support all aspects of the City's collections and litigation programs. The firm has employed Mr. Cortez for over 33 years.

Chief Operating Officer Rick Haass will ensure that all operations and Firm resources are in place to assure the City receives a fully comprehensive and high performing collection program.

Chief Technology Officer LeWayne Ballard, MBA, PMP, ISM, CISSP oversees the firm's IT Security Requirements by implementing administrative, technical, and physical safeguards to protect assets. He develops policies and procedures to ensure the Firm meets all IT security requirements, and he stays up to date with current IT security changes. He also makes sure new technical initiatives comply with organizational security requirements.

Delinquent Tax Division Director James M. Kurth will assume responsibility for all delinquent property tax operations software development and applications that serve the City. Mr. Kurth, who holds three degrees in Computer Science and Information Systems, brings over 41 years of technical and management experience.

Court Fines Program Team

Houston Region Managing Partner & Management Committee Member Norman J. Nelson will continue providing advice and counsel on collection strategies and management issues. As a member of the Management Committee, he will assure that the firm delivers on the promises made.

Capital Partner Richard Hill will continue serving as the **Project Manager** and coordinate all services listed in this proposal for fees and fines services. He will direct both resources and collection strategies, and provide advice and counsel as needed. Mr. Hill will work closely with the Court and serve as the main point of contact for all communications between City/Court and Linebarger.

Attorney Kristopher Moore will assist and support Partner Richard Hill in all aspects of this collection project.

Fees & Fines Liaison Camillia Battle will oversee all aspects of this collection project in coordination with Partners Richard Hill and Mark Ciavaglia. She will be available to work on day-to day issues and the implementation of any additional services.

Fees & Fines Manager Dwayne Bowen examines legal documents to assure that all necessary steps and points have been covered, and that all legal deadlines are met. He has also established and maintained effective working relationships with clients.

Director of Fees & Fines Trevor Balderrama oversees the fees and fines operations and the computer systems that support them.

San Antonio Call Center Manager John Wilson manages all call center operations and brings over 51 years of experience in the collection industry to this team. He handles the more complex

calls and manages an operation that has 667 lines available for inbound, predictive, message lasting and internal transfers.

Firm Office Locations

Linebarger currently has 49 offices in 11 states, including seven contact center locations. Our principal office in Austin, Texas, serves as the base of operations for our central support divisions: accounting, communication and marketing services, and human resources.

Linebarger’s Information Technology Group, LLC (ITG) and our national contact center are located in San Antonio, Texas. We operate additional contact centers for our clients’ delinquent tax collection programs from most of our Texas offices.

Office Locations		
Alice, Texas*	Fort Worth, Texas	Odessa, Texas
Allen, Texas	Gig Harbor, Washington	Orange, Texas*
Austin, Texas	Greenville, Texas*	Orlando, Florida
Beaumont, Texas	Harrisburg, Pennsylvania*	Paris, Texas*
Boston, Massachusetts	Houston, Texas	Philadelphia, Pennsylvania
Brownsville, Texas	Jacksonville, Florida	Richmond, Texas
Chicago, Illinois	Kaufman, Texas*	Rockwall, Texas*
Conroe, Texas	Las Vegas, Nevada	San Angelo, Texas
Corpus Christi, Texas	Liberty Texas*	San Antonio, Texas
Corsicana, Texas	Livingston, Texas*	San Diego, California*
Dallas, Texas	Longview, Texas	Sherman, Texas*
Denver, Colorado	Los Angeles, California	Texas City, Texas
Dublin, Ohio	Lufkin, Texas	Tyler, Texas
Eagle Pass, Texas*	Mesquite, Texas	Victoria, Texas
Edinburg, Texas	Miami, Florida	Waco, Texas
El Paso, Texas	New York, New York	Waxahachie, Texas
Fort Stockton, Texas*		

* Meeting with attorney by appointment only

Texas City Office - Delinquent Tax Office Location

Delinquent tax collections for the City of League City will be managed by Linebarger’s attorneys in the Galveston County office, conveniently located in Texas City. Linebarger’s nine full-time staff members in our Galveston County office focus their professional efforts exclusively on delinquent tax collections. They are supported by a full complement of collection attorneys and personnel in our Houston office, who provide direct assistance for complex litigation, national bankruptcy representation, and our tax sale program.

Houston Office - Court Fines Office Location

Our local Houston office offers a direct line of communication to discuss any issues about the project, allowing us to address all aspects of program management, quickly, and in-person. Houston Managing Partner Norman Nelson and City Project Manager Partner Richard Hill will continue to oversee all aspects of the fines and fees collections contract from our Houston office. With over 22 years of assisting local courts and their personnel, they have developed strong

working relationships with them. Our Houston team will assure that the City receives the highest level of service.

b) MUNICIPAL EXPERIENCE

Delinquent Property Taxes

Linebarger has focused on the collection of delinquent property taxes since its founding in 1976. Over the past four decades, our services have expanded, in both depth and scope, to support the changing needs and requirements of our Texas clients. Today, our team of dedicated, well-seasoned attorneys and collection personnel offer our clients a superior collection program, one that is highly integrated and comprehensive in nature.

We represent some of the largest cities, counties, and school districts in Texas. By virtue of the merger of the Lyons & Plackemeier law firm into Linebarger, our Texas City office has represented clients from our local office in Galveston County since 1957. We currently represent 41 taxing entities in Galveston County.

Statewide, we collect for 1,931 taxing entities, including 497 cities, 447 school districts, and 101 counties. Nationally, we serve over 2,600 government entities, and our firm is licensed and/or authorized to collect in all 50 states, Puerto Rico, and the U.S. Virgin Islands. In 2024, we filed 33,130 lawsuits, mailed over 2.1 million demand letters, and handled more than over 700,000 calls. We posted 2,738 properties for sale on behalf of our clients in Texas. The total amount collected from the sale of those properties was over \$66.4 million. Nationwide, our Bankruptcy Department handled 5,038 cases valued at \$60.09 million. Of these, 4,862 were based in Texas and valued at more than \$47.6 million owed to our clients for the calendar year 2024.

Delinquent Tax Experience for Comparable Municipalities

The following cities, comparable to League City by virtual of geographic location and population have agreed to serve as examples of our ability to deliver the best available collection program for the City. We have provided contact phone number, contact name, and the contact email address in response to c. Client References on pages 7-8. The firm provides delinquent tax collection services to the following: **BEGIN CONFIDENTIAL INFORMATION**

Entity	Length of Service	Timeframe	Collection Rate Current Delinquent Year ¹	Collection Rate All Delinquent Years ¹
Galveston	1995 - Present	July 2022 - June 2023	85.5%	62.7%
		July 2023 - June 2024	90.3%	63.0%
		July 2024 - June 2025	88.9%	59.7%
Texas City	1964 - Present ³	July 2022 - June 2023	75.5%	52.4%
		July 2023 - June 2024	72.3%	50.8%
		July 2024 - June 2025	73.4%	47.4%
Dickinson	1984 - Present	July 2022 - June 2023	73.9%	48.2%
		July 2023 - June 2024	79.0%	55.7%
		July 2024 - June 2025	77.5%	46.4%
Pasadena	2004 - Present ⁴	July 2022 - June 2023	78.3%	42.9%
		July 2023 - June 2024	82.0%	52.1%
		July 2024 - June 2025	77.7%	51.6%
Richmond	1996 - Present	July 2022 - June 2023	76.9%	38.0%
		July 2023 - June 2024	90.7%	48.4%
		July 2024 - June 2025	94.1%	65.7%
League City	1978 - Present ³	July 2022 - June 2023	91.5%	53.5%
		July 2023 - June 2024	83.5%	50.9%
		July 2024 - June 2025	81.8%	52.9%

1. Collection rates and dollars include base tax, penalties, and interest.
 2. These rates reflect total collections for current and delinquent taxes for the specific tax year and include P&I.
 3. Representation of years prior to July 2004 by virtue of merging firms.
 4. Co-counsel representation prior to May 2018.

END CONFIDENTIAL INFORMATION

Delinquent Court Fines

Building on our proven record in delinquent property tax collections, Linebarger also brings extensive experience in the recovery of **court fines and fees**. For more than **25 years**, our attorneys and collection professionals have partnered with municipal courts throughout Texas to implement programs that are **efficient, compliant, and customer-focused**.

Statewide, Linebarger currently serves 337 Texas court clients, including 11 municipal courts within Galveston County. Many of these partnerships span more than a decade, demonstrating our commitment to long-term performance and responsiveness.

Our team also represents seven of the ten largest municipal courts in Texas, consistently achieving industry-leading recovery results while maintaining the highest standards of professionalism and respect for defendants.



While we proudly serve major jurisdictions, the majority of our court clients—over 92%—are small to mid-size municipalities. We understand the unique operational needs of each client and tailor our programs accordingly.

For the City of League City, our team will continue to refine and optimize collection strategies to align with the City’s objectives, ensuring uninterrupted service, transparency, and strong recovery outcomes.

Delinquent Court Fines Experience for Comparable Municipalities

The following cities, comparable to League City by virtual of geographic location and population have agreed to serve as examples of our ability to deliver the best available collection program for the City. We have provided contact phone number, contact name, and the contact email address in response to c. Client References on pages 7-8. The firm provides delinquent court fines collection services to the following:

BEGIN CONFIDENTIAL INFORMATION

Entity	Timeframe	Collection Rate	Dollars Collected	Resolution Rate	Dollars Resolved
Deer Park	2010 - Present	46.3%	\$6,898,694	59.2%	\$9,644,255
Dickinson	2004 - Present	67.1%	\$6,997,277	75.7%	\$7,648,249
Pasadena	2004 - Present	40.3%	\$19,623,947	59.2%	\$35,963,066
Texas City	2009 - Present	52.3%	\$9,638,575	72.1%	\$15,349,921
Webster	2010 - Present	54.7%	\$4,674,272	65.6%	\$5,462,027

Note: Recovery rates determined using total amounts collected divided by total amounts referred minus cancellations plus adjustments. Resolution rates determined by taking the total of all accounts cleared through payments, accounts canceled or recalled by the client and/or alternate case resolution divided by total amounts assigned. Resolved dollars include total amount collected plus total amount canceled.

Collections and rates are as of September 30, 2025.

END CONFIDENTIAL INFORMATION

BEGIN CONFIDENTIAL INFORMATION

c) CLIENT REFERENCES

Delinquent Tax References

We encourage the City to reach out to the following references to gain further insight into our successful track record of collecting delinquent taxes similar to those in the City's portfolios.

References	
City of Galveston Mr. Brian Maxwell City Manager Phone: 409.797.3520 Email: BMaxwell@GalvestonTx.Gov Length of Contract: 1995 - Present	City of Dickinson Mr. Chaise Cary City Manager Phone: 281.337.6286 Email: ccary@dickinsontexas.gov Length of Contract: 1984 - Present
City of Texas City Hon. Dedrick Johnson Mayor Phone: 409.643.5902 Email: djohnson@texascity.gov Length of Contract: 1964* - Present	City of Pasadena Hon. Thomas Shoenbein Mayor C/O Chief of Staff James R. Holt Phone: 713.477.1511 Email: themayor@ci.pasadena.tx.us Length of Contract: 2004 - Present
City of Richmond Terri Vela City Manager Phone: 281.342.5456 Email: tvela@richmondtx.gov Length of Contract: 1996 - Present	

Delinquent Court Fines References

We encourage the City to reach out to the following references to gain further insight into our successful track record of collecting delinquent court fines similar to those in the City's portfolios.

References	
City of Deer Park Ms. Michelle Combs Court Administrator Phone: 281.478.7238 Email: mcombs@deerparktx.org Contract: 2010 - Present	City of Dickinson Gina Vega Court Administrator Phone: 281.337.6297 Email: gvega@dickinsontexas.gov Contract: 2004 - Present
City of Pasadena Hon. Thomas Schoenbein Mayor c/o Chief of Staff James R. Holt Phone: 713.477.1511 Email: themayor@ci.pasadena.tx.us	

<p>City of Texas City (Court) Connie Hayley Court Administrator Phone: 409.643.5800 Email: chayley@texascitytx.gov Length of Contract: 2009 - Present</p>	<p>City of Webster Ms. Shannon Wagner Court Administrator Phone: 281.338.6702 Email: Court2@cityofwebster.com Length of Contract: 2010 - Present</p>
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END CONFIDENTIAL INFORMATION

d) COLLECTION SUCCESS

Please see page 5 for the detailed demonstrated successes.

TAB B – Project Methodology

a) SERVICE CONTINUITY

The City and Linebarger maintain a long-standing, well-established collection program for both delinquent property taxes and court fines. Our proven programs—supported by a dedicated local office team committed to responsive client service—provide a distinct advantage over any new vendor that would require significant City staff time and resources during implementation. In contrast, our programs are already fully operational and will continue generating immediate revenue for the City. With a seamless continuation of services in mind, the following information is provided in compliance with the City’s RFP to assist in the evaluation process. It is important to note that our systems, technology, and procedures are already fully implemented and functioning effectively for the City.

With nearly five decades of experience serving government clients, Linebarger understands that every client has unique operational needs and priorities. While we offer a comprehensive suite of collection tools, we recognize that no single approach fits all. Our philosophy is to listen first—maintaining open communication and collaboration with our clients to ensure our processes align with their goals. We continuously refine our practices and strategies as client needs and circumstances evolve.

Seamless Transition and Ongoing Operations - Because our collection programs are already integrated with the City’s processes, no transition period or onboarding is required. All current data, mailings, litigation, and payment arrangements continue without interruption.

Technology and Data Security - All client data remains in Linebarger’s secure, redundant infrastructure. Our technology integrates directly with the City’s formats, requiring no conversion or reconfiguration. The firm’s IT team continuously monitors all transfers to ensure uninterrupted processing.

Communication and Reporting - Existing reporting schedules and communication channels will remain unchanged. Performance reports, litigation updates, and collection summaries are delivered in accordance with current City preferences, supported by online tools that provide real-time account access.

Quality Assurance - Continuous quality control and compliance audits safeguard all collection activities. Any operational issue identified through monitoring or internal audit is promptly resolved and documented, ensuring uninterrupted service and adherence to City standards.

Comprehensive Delinquent Tax Services

The Linebarger Customized Solution

Drawing on over 49 years of experience, Linebarger's collection process is both time-tested and adaptable, ensuring a blend of efficiency and flexibility to meet the specific needs of each client. Our comprehensive collection program is meticulously designed to address the unique requirements of the City.

We evaluate our performance based on several key criteria:

- > **Collection Results:** Effectiveness in recovering owed amounts
- > **Scope and Quality of Services:** Extent and excellence of the services provided
- > **Client Responsiveness:** Timeliness and attentiveness to client and tax office inquiries and requests
- > **Professional Expertise:** Experience and resources of our staff
- > **Data Processing Quality:** Accuracy and efficiency in handling data

Our proven approach delivers exceptional results and minimizes delinquent taxpayer complaints. The fact that many clients have partnered with us for over 25 years underscores our commitment to excellence and the high level of trust we have earned in the highly competitive collection industry.

Scope of Services

Linebarger offers the City comprehensive services and advanced technology for effective recovery of delinquent property taxes:

- > Our comprehensive legal services and collection program offers the City tailored work plans, detailed progress and collection reports, ongoing mailings, address and phone research to locate delinquent taxpayers, extensive title research, and procurement of legal descriptions of property at no extra cost
- > Our team of professional Customer Service Representatives (CSRs) includes bilingual experts
- > Experienced attorneys oversee all aspects of the collection program
- > Nationwide skip-tracing services to locate missing taxpayers
- > Our bilingual collection letters are crafted to effectively engage taxpayers
- > We deliver performance reports approved by our clients and offer tax office staff training to enhance operations and collections
- > We provide taxpayer assistance to help constituents meet their obligations
- > Our property value appeals services assist school districts
- > Expert advice on legislative changes affecting property tax laws taxing entities
- > We represent clients at administrative meetings regarding tax collections questions
- > National bankruptcy representation to safeguard our clients' interests
- > Our legal representation covers situations where taxpayers file suits to evade delinquent tax collection
- > Representation at Federal Drug Forfeiture and Federal Condemnation Proceedings
- > Our complex litigation services address the most challenging collection cases

Linebarger's Dedicated Bankruptcy Department

A robust bankruptcy program is essential to our effective collection services. Our Bankruptcy Department includes 36 employees, led by 10 attorneys who only practice bankruptcy law. These attorneys exclusively focus on bankruptcy law, ensuring that our clients' interests are thoroughly protected in all bankruptcy cases, both within Texas and nationwide. In 2024, the Bankruptcy Department handled 4,682 cases. From January 2022 through December 2024, our Bankruptcy Department collected \$130.5 million in bankruptcy cases nationwide for our clients.

Collection Process

Our experienced team of attorneys, paralegals, collection experts, and IT professionals is dedicated to delivering a cutting-edge, integrated collection program tailored to meet our clients' needs. Following is an overview of our proven approach to collecting delinquent property taxes. After receiving the City's data and analyzing the delinquent tax roll (DTR), we employ a systematic process to address the City's specific requirements and goals. Our collection process begins with a structured approach before advancing to legal actions such as filing lawsuits or initiating tax warrant/seizure procedures. Our comprehensive collection program encompasses five key activities:

1. **DTR Analysis and Strategy Development:** We begin by thoroughly analyzing the DTR to formulate an effective collection strategy.
2. **Notification Procedures:** We establish detailed schedules for both written and telephone notifications to keep taxpayers informed and engaged.
3. **Taxpayer Assistance:** Our team provides support to taxpayers to facilitate communication and resolution.
4. **Locating Taxpayers:** We employ methods to locate taxpayers with outdated or incorrect addresses.
5. **Litigation and Enforcement:** We implement a robust litigation plan, including tax warrants, tax sale foreclosures, resales, and representation in bankruptcy proceedings. This structured approach ensures that we address all aspects of tax collection efficiently and effectively.

Delinquent Tax Roll Analysis

We critically examine the City's DTR to identify collection targets and allocate resources efficiently. Through data analysis, we:

- Identify delinquent property types and their significance within the DTR
- Determine dollar distribution by tax year and status
- Combine multiple properties under a single owner to calculate total obligation
- Flag accounts in litigation, bankruptcy, or payment agreements
- Identify large delinquencies and hardship cases
- Formulate annual work plans to ensure the highest collection levels

Collecting High-Dollar/Complex Delinquent Accounts

High-value accounts often involve sophisticated property owners or entities. Linebarger first seeks voluntary resolution through outreach and negotiation. When necessary, we pursue litigation using proven legal strategies developed over decades of representing taxing entities across Texas.

Taxpayer Communications and Notification Program

Communication with taxpayers begins immediately upon receipt of the delinquent tax roll. Linebarger conducts at least six mailings each year, supported by coordinated phone and digital outreach.

- **Written Notices:** Over 2.1 million letters were mailed statewide in 2024; the City’s program follows the same proven model. Sample letters are provided in Exhibit C.
- **Mailing Schedule:** July (initial notice), September (second notice and litigation trigger), November, January, April, and June (targeted follow-ups).
- **Special Mailings:** Customized letters to multiple-property, absentee, or business owners.

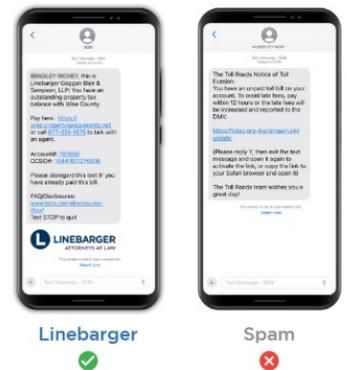
All mailing costs—including stationery, printing, and postage—are absorbed by Linebarger.

Telephone Notification and Personal Contact

Personal contact remains an essential component of our program. High-dollar and complex accounts are assigned to specialized collectors who manage them until resolution.

- **Telephone Outreach:** Handled by trained, empathetic collectors.
- **Text Messaging:** Used only with client approval; secure MMS short-code system managed entirely in-house.
- **Email and Chatbot Support:** Client-approved emails complement phone and mail communication; a 24/7 chatbot on www.lgbs.com connects taxpayers to our representatives during business hours.

**Competitor Texts Look Like Spam.
Ours Get Read and Paid.**



Taxpayer Assistance Program

Our assistance program focuses on helping taxpayers meet their obligations while protecting the City’s interests.

- Frontline staff handle hundreds of calls daily addressing ownership changes, mortgage issues, exemptions, or hardships.
- Flexible payment agreements are offered based on City criteria; reminders and follow-ups are automated.
- Detailed reports track each agreement’s history and activity for City review.

Address Research and Taxpayer Location Program

Accurate taxpayer information is critical. Our in-house research team conducts address and ownership verification using state and national databases, providing updates to keep the City records current.

BEGIN CONFIDENTIAL INFORMATION

Reference Sources/Tools

- > TLOxp
- > LexisNexis
- > Datatrx Online/Zebec
- > Social Security Death Index
- > Accurint
- > Switchboard.com

- > Whitepages.com
- > Utility Records
- > United State Department of Defense
- > LexisNexis Criminal Records
- > BOP/Federal Inmates
- > Vinelink – Various state and county information
- > Comptroller of Public Accounts – Corporate Franchise Tax
- > FDIC – Institution Directory
- > NIC/National Information Center – Federal Reserve
- > NCUA/National Credit Union Administration
- > Texas Death Records by Rootsweb
- > County Appraisal District Records
- > County Official Public Records
- > TDCJ-Texas Department of Criminal Justice Online
- > County Sheriff’s Department
- > Texas Department of Banking

END CONFIDENTIAL INFORMATION

Investigating Errors and Discrepancies in the Tax Roll

We routinely detect and correct posting errors, duplicate assessments, and ownership discrepancies. All verified changes are communicated to the City, strengthening the accuracy and reliability of the tax roll.

Linebarger’s methodology combines proven legal expertise, advanced technology, and responsive service to ensure uninterrupted, efficient collections. Our integrated approach allows the City to maintain operations without disruption while maximizing recoveries and protecting taxpayer trust.

Linebarger’s Tailored Court Fines Solution

Linebarger proposes to continue its comprehensive, client-focused collection program, managed by an experienced local leadership team and supported by advanced technology and secure data systems. Our approach is fully operational and seamlessly integrated into the City’s processes—ensuring there will be no disruption to existing operations or revenue flow.



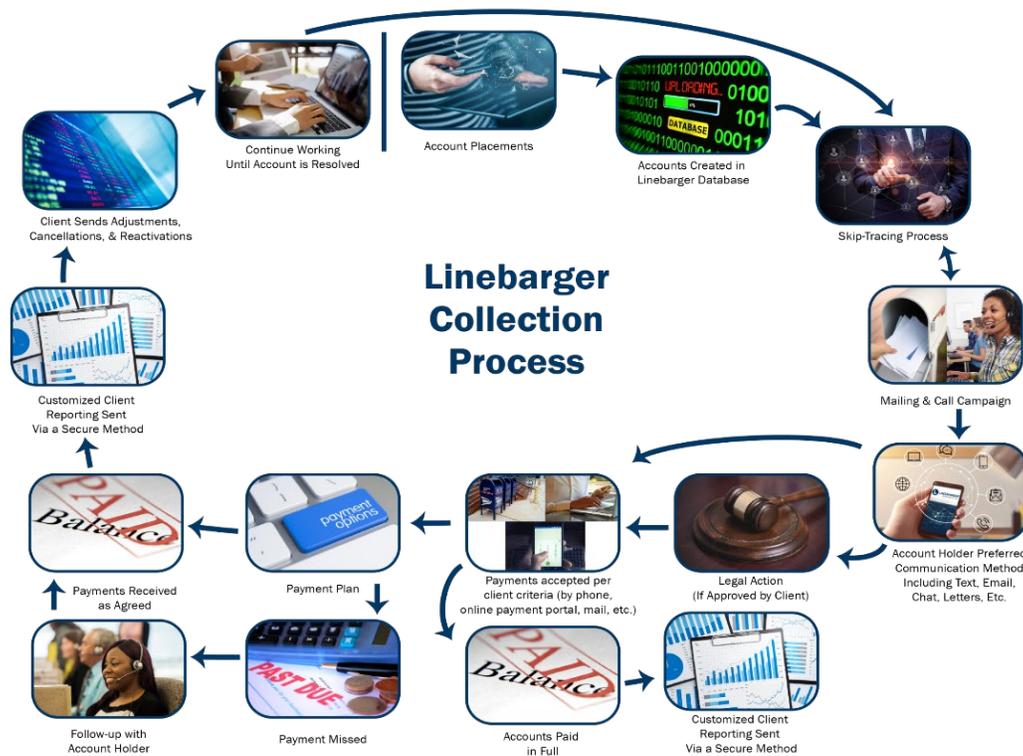
Operational tasks include continuous data exchange, skip tracing, mailings, outbound and inbound call campaigns, payment processing, and regular performance reporting. All necessary resources—including hardware, software, telecommunications, insurance, and related services—are provided and maintained entirely by Linebarger, requiring no additional City investment.

Key Features of the Collection Program

- **All program components performed in-house (no outsourcing)** for complete quality and data control
- **Custom work plans** tailored to the City’s receivables portfolio and regulatory environment
- **Experienced attorneys** overseeing all aspects of the collection program, from compliance to litigation
- **Professional collectors and CSRs**, many of whom are bilingual, trained in FDCPA, and equipped to assist debtors courteously and efficiently
- **Nationwide skip-tracing and locator services** to identify updated debtors contact and address information
- **Omnichannel communication strategies**—phone, text, email, and chat—integrated through secure systems to ensure timely, consistent outreach

- **Dedicated call centers** with toll-free numbers, 24/7 IVR functionality, and prompt access to live representatives (average 30-second wait)
- **Secure IT facilities** operated exclusively by Linebarger’s 175-member technology department, ensuring data integrity and system reliability
- **Regular online reporting** with real-time access to performance metrics and account updates. We have provided sample reports in Exhibit B.
- **Litigation capabilities** including pre- and post-judgment remedies, enforcement, and bankruptcy representation
- **Compliance-driven operations** led by the firm’s Chief Compliance Officer, ensuring adherence to FDCPA, TCPA, and all applicable regulations
- **Support and consultation** on relevant legislative matters affecting municipal collections

Overview of Court Fines Collection Process



b) CUSTOMER SERVICE PLAN
Customer Service Approach, Plan, and Program
Commitment to Quality and Compliance

The City and Linebarger have a long-standing partnership built on transparency, accountability, and exceptional service. Our collection programs are fully operational and require no transition period—ensuring continued revenue recovery for the City with no disruption. For nearly five decades, Linebarger has delivered proven results for public-sector clients nationwide. A cornerstone of our success is our comprehensive quality control and compliance framework, which safeguards client interests, ensures ethical collections, and drives measurable results.

Quality Control and Complaint Resolution

Linebarger maintains a firmwide quality control program that spans all operations—account handling, client data, and system security.

Key Elements Include:

- **Structured Complaint Resolution:** Every formal complaint follows a documented five-step process—investigation, escalation, corrective action, and client reporting. This approach has supported our *A+ BBB rating since 2011*.
- **Internal Monitoring:** Project managers and supervisors regularly review collection activity to ensure compliance with all laws, client policies, and firm standards.
- **Independent Internal Audits:** Auditors operate independently of project teams to ensure operational integrity and compliance with contractual obligations. Audits follow the *International Standards for the Professional Practice of Internal Auditing (ISPPA)* and are reviewed by firm leadership.
- **Zero-Tolerance Policy:** All complaints are fully investigated and resolved swiftly, with corrective action taken as needed. Clients receive full documentation when involved.



Compliance Framework

Our compliance infrastructure is overseen by a Chief Compliance Officer (CCO), established in 2013, who ensures adherence to all applicable federal, state, and local regulations.

- **Real-Time Compliance Tools:** Real-time compliance prompts within our systems ensure adherence to the FDCPA and state laws, supported by continuous employee training.
- **Ethical Collection Standards:** Collectors operate under strict oversight to ensure professional, respectful treatment of taxpayers.
- **Data Privacy & Security:** All systems comply with the *Privacy Act of 1974* and align with *NIST SP 800-53* standards for system integrity and protection.

Customer Service and Responsiveness

Linebarger's customer service program ensures timely, professional, and courteous handling of all inquiries and complaints.

Complaint Resolution Steps:

1. Supervisor documents the issue
2. Investigation begins and account is flagged
3. Client notified (if involved) within 24 hours
4. Corrective action taken
5. Client receives full report and response

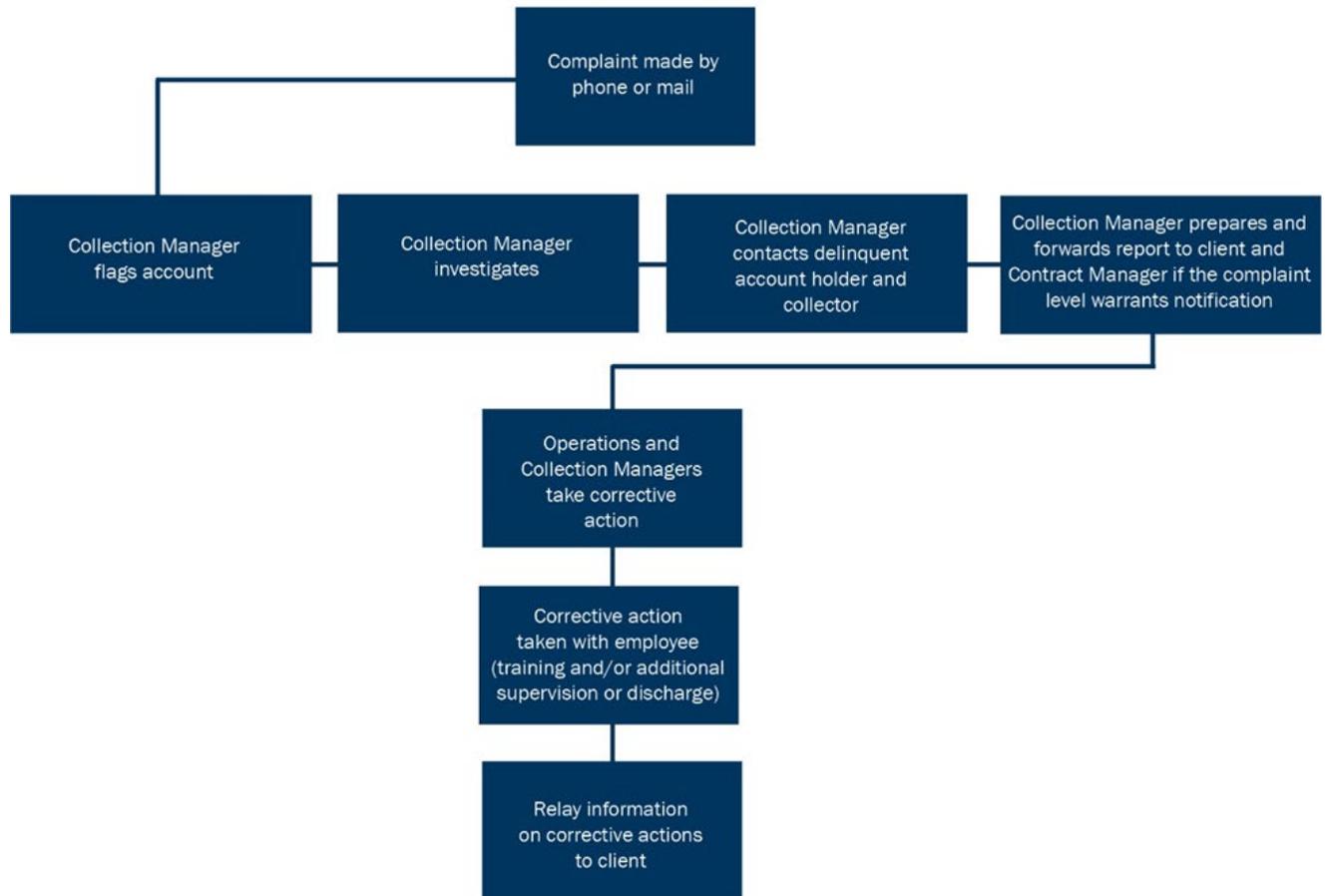
Complaint Channels:

- **Better Business Bureau (BBB):** A dedicated team manages all BBB inquiries and ensures thorough documentation and resolution.
- **Consumer Financial Protection Bureau (CFPB):** Our CFPB response team follows the same structured complaint process, with final responses submitted directly to the Bureau.

Our bilingual Customer Service Representatives (CSRs) are trained to address taxpayer inquiries with professionalism and empathy, providing payment guidance and assistance consistent with City policies.

The following flowchart depicts the complaint handling process.

Complaints Investigation and Corrective Action



c) MAINTENANCE PLAN

Delinquent Tax Sample Work Plan

The following table outlines the activities Linebarger will undertake to collect the City’s taxes for the first full contract year.

Sample Work Plan	
MONTH	COLLECTION PROGRAM ACTIVITIES
July	<ul style="list-style-type: none"> > Analyze new delinquent rollover and mail on all delinquent accounts. > Order title on accts with no response to previous letters or property visits > Send Notice of Tax Lien notices to eligible accounts > Monitor pending litigation and take judgments as necessary

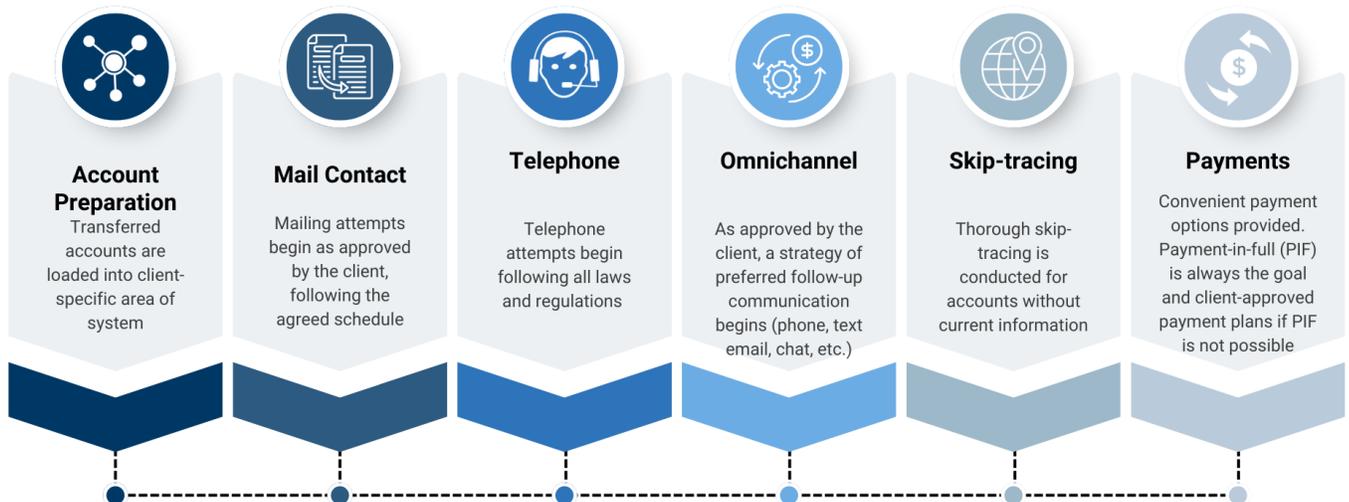
	<ul style="list-style-type: none"> > File suits or warrants on accounts with no response from repeated contact attempts > Monitor bankruptcy court filings and take proactive actions to protect the City's interests. Prepare judgments for August Tax Sale
August	<ul style="list-style-type: none"> > Conduct August Tax Sale > Continue mailing campaign on new delinquent roll-over and mail on all delinquent accounts – Final Warning/Second Notice of Tax Lien > Order title on accounts with no response to previous letters or property visits > Continue monitoring pending litigation and take judgments as necessary > Monitor bankruptcy court filings and take proactive actions to protect the City's interests > File suits or warrants on accounts with no response from repeated contact attempts > Begin marketing preparation for November Tax Sale
September	<ul style="list-style-type: none"> > Initiate regular mailing campaign on all delinquent accounts – Enforcement of Tax Lien > Order title on accounts with no response to previous letters or property visits > Monitor bankruptcy court filings and take proactive actions to protect the City's interests > Continue monitoring pending litigation and take judgments as necessary > File suits or warrants on accounts with no response from repeated contact attempts
October	<ul style="list-style-type: none"> > Order title on accounts with no response to previous letters or property visits > Continue monitoring pending litigation and take judgments as necessary > Monitor bankruptcy court filings and take proactive actions to protect the City's interests > File suits or warrants on accounts with no response from repeated contact attempts > Prepare judgments for November Tax Sale
November	<ul style="list-style-type: none"> > Conduct November Tax Sale > Continue regular mailing campaign on all delinquent accounts – Your Payment is Needed Now > Order title on accounts with no response to previous letters or property visits > Monitor bankruptcy court filings and take proactive actions to protect the City's interests > Continue monitoring pending litigation and take judgments as necessary > File suits or warrants on accounts with no response from repeated contact attempts
December	<ul style="list-style-type: none"> > Continue regular mailing campaign on all delinquent accounts – Delinquent Tax Warning > Order title on accounts with no response to previous letters or property visits

	<ul style="list-style-type: none"> > Monitor bankruptcy court filings and take proactive actions to protect the City's interests > Continue monitoring pending litigation and take judgments as necessary > File suits or warrants on accounts with no response from repeated contact attempts > Begin marketing preparation for February Tax Sale
January	<ul style="list-style-type: none"> > Prepare mailing for early personal property account turnover > Order title on accounts with no response to previous letters or property visits > Continue monitoring pending litigation and take judgments as necessary > File suits or warrants on accounts with no response from repeated contact attempts > Prepare judgments for February Tax Sale
February	<ul style="list-style-type: none"> > Conduct February Tax Sale and Re-Sale > Conduct mailing on Early Personal Property (33.11) Turnover > Continue mailing campaign on all delinquent accounts – Notice of Forced Collections > Order title on accounts with no response to previous letters or property visits > Continue monitoring pending litigation and take judgments as necessary > File suits or warrants on accounts with no response from repeated contact attempts
March	<ul style="list-style-type: none"> > Continue mailing campaign on all delinquent accounts – Final Warning > Order title on accounts with no response to previous letters or property visits > Continue monitoring pending litigation and take judgments as necessary > File suits or warrants on accounts with no response from repeated contact attempts > Begin marketing preparation for May Tax Sale and Re-Sale
April	<ul style="list-style-type: none"> > Analyze delinquent personal property turnover and mail on all delinquent accounts > Continue mailing campaign on all delinquent accounts –Your Property Could Be Sold > Order title on accounts with no response to previous letters or property visits > Continue monitoring pending litigation and take judgments as necessary > File suits or warrants on accounts with no response from repeated contact attempts > Prepare judgments for May Tax Sale
May	<ul style="list-style-type: none"> > Conduct May Tax Sale and Re-Sale > Prepare and send out May 33.07 Resolution mailing > Continue regular mailing campaign on all delinquent accounts > Order title on accounts with no response to previous letters or property visits > Continue monitoring pending litigation and take judgments as necessary

	<ul style="list-style-type: none"> > File suits or warrants on accounts with no response from repeated contact attempts > Prepare judgments for July Tax Sale
June	<ul style="list-style-type: none"> > Order title on accounts with no response to previous letters or property visits > Continue monitoring pending litigation and take judgments as necessary > File suits or warrants on accounts with no response from repeated contact attempts > Prepare judgments for July Tax Sale > Begin marketing preparation for August Tax Sale

Delinquent Court Fines

SAMPLE WORK PLAN



d) ADDITIONAL SERVICES

Linebarger has a proven track record not only of outstanding collection results for the City of League City but also for providing value added services to the city at no cost. League City’s code enforcement staff often remediates properties that are in violation of the city’s codes and ordinances. In doing so, city staff files liens against properties to secure the city’s costs of remediation. When a property has incurred both delinquent property taxes and a city lien for code enforcement remediation, the Firm routinely collects the city’s liens as part of a delinquent tax lawsuit. Since Texas law does not provide for an additional collection fee for code enforcement liens, the Firm collects those liens for the city at no cost.

Linebarger has also assisted the city with special projects in the past. When the city joined with the Texas Department of Transportation on a sound wall construction project, city staff needed to determine the ownership of properties affected by the sound wall project. The Firm provided detailed title work on the subject properties to the city, at zero cost.

The Linebarger firm is also a key component of the existing synergies that make tax collection efforts efficient and more productive in Galveston County. With the Firm’s representation of Galveston County in delinquent tax collections, Linebarger provides the Galveston County Tax Office with state-of-the-art tax collection software at no cost to the county. As such, the Galveston County Tax Office is able to provide the City of League City with the lowest cost of consolidated tax collection services. The Firm’s relationship with the Galveston County Tax Office provides for the most efficient means of gathering the city’s tax data and serves to enhance collections.

Linebarger’s long-established relationship with the city’s legal department allows city staff immediate, no cost access to the Firm’s impressive legal experience when property tax expertise is needed. The Firm’s attorneys are always available to support the city legal department, never at a cost to the city.

Linebarger is always mindful of the impact our collection efforts have on property owners and citizens. Our local office in Galveston County is staffed by two full-time attorneys and seven staff members. Having a local office in Galveston County is immensely convenient to property owners, whether for in-person payment delivery or simply to fulfill a citizen’s need to meet with our local staff in person. Linebarger’s local office obviates the necessity of property owners driving to the far side of Houston or other distant, inconvenient location.

Our local staff knows our county and property owners appreciate our local presence. Linebarger takes great pride in our support of our local communities. Our staff doesn’t simply work in Galveston County, we live, play and shop here. The Firm proudly supports local organizations such as the League City Lions Club’s Annual Music Festival, the Galveston County Fair & Rodeo and numerous other charitable and community events and endeavors.

Linebarger provides a comprehensive suite of value-added services that extend beyond standard delinquent tax and court fee collections. These services—illustrated in the graphics below—represent specialized capabilities developed to support our public-sector clients and enhance overall recovery and efficiency.

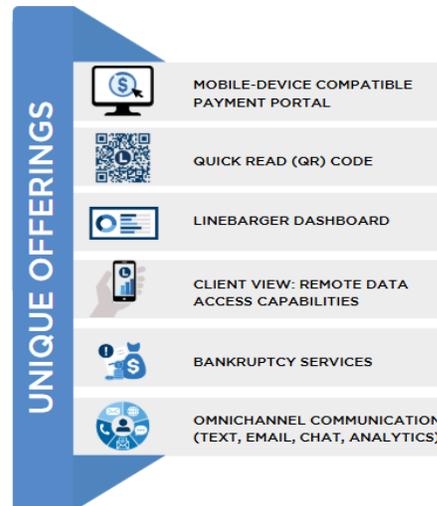
All of these services are offered **at no additional cost to the City**. Due to page limitations, more detailed descriptions are available upon request. Value added services include:

Delinquent Tax Collection



- TRUTH-IN-TAXATION SERVICES
- SCHOOL FINANCIAL CONSULTATION
- PROPERTY VALUE STUDY AUDITS & APPEALS SERVICES
- BANKRUPTCY SERVICES
- LEGISLATIVE UPDATES
- ACT TAX SOFTWARE

Delinquent Court Fees and Fines



- MOBILE-DEVICE COMPATIBLE PAYMENT PORTAL
- QUICK READ (QR) CODE
- LINEBARGER DASHBOARD
- CLIENT VIEW: REMOTE DATA ACCESS CAPABILITIES
- BANKRUPTCY SERVICES
- OMNICHANNEL COMMUNICATION (TEXT, EMAIL, CHAT, ANALYTICS)

e) PENDING 2016 LAWSUITS

More detailed information about these cases will be provided to the City of League City upon request. Following is a list of litigation against Linebarger since January 1, 2016.

BEGIN CONFIDENTIAL INFORMATION

Cause/Case No.	Plaintiff	Court/Jurisdiction	Outcome
2016CV271268	Shirley D. White-Lett	Sup. Court of Fulton Co., GA	Closed
DV 16-0281	Pamela Aning	Thirteenth Judicial Dist. Court, Yellowstone Co., MT	Closed
30-2016-00864134-CL-NP-CJC	Casey Blotzer	Sup. Court for the State of CA, Orange Co.	Closed
1616-CV20013	Eric Anthony Smith	Small Claims Court, Jackson Co., MO	Closed
12275-16	Daniel J. & Starleen E. Matteo	Court of Common Pleas, Erie Co., PA	Closed
201609130041	Lillian & Charles George	Justice of the Peace, Precinct 2, Navarro Co.	Closed
17-CV-20114	Natacha Guerra	U.S. Dist. Court, Southern Dist. of FL	Closed
2017L002115	Larry Austin	Circuit Court of Cook Co., IL	Closed
2017-00007840	Edmond Hoy	Sup. Court of CA, San Diego Division	Closed
2017-00907937	Daniel Chavez	Sup. Court, Orange Co., CA	Closed
2017-081	Helen Mayfield	Fourth Judicial Dist., TX	Closed
2017-00017439	Daniel Chavez	Sup. Court, San Diego Co.	Closed
17CV-06-5580	Jason Dhalman	Court of Franklin Co Common Pleas, OH	Closed
2017-CV-07930	Gwendolyn Carter	U.S. Dist. Court for NV	Closed
JP13-18-00465	Ryan Scott Eanes	Justice of the Peace, DE, New Castle Co.	Closed
1:18-CV-00106	Donald Epps	U.S. Dist. Court, Northern Dist. of IL	Closed
18-CV-01433-NRB	Jason Farina	U.S. Dist. Court, Southern Dist. of NY	Closed
18-cv-80690	Ryan Shinn	U.S. Dist. Court, Southern Dist. of FL	Closed
18-cv-09651-MCA-LDW	Intek Auto Leasing, Inc.	U.S. Dist. Court, Dist. of NJ	Closed
DC-18-10455	Tinstar Title Inc.	U.S. Dist. Court, Dallas Co.	Pending
18-cv-09-7693	Jason Dahlman	Franklin Co Common Pleas Court, OH	Closed
1:18-cv-05705	Ghaleb O. Azroui	U.S. Dist. Court, Northern Dist. of IL	Closed
11-2016-CA-001632-00001-XX	William F. Miller	Twentieth Judicial Circuit, Collier Co., FL	Closed
18-cv-81359-RLR	William Schuttler	U.S. Dist. Court, Southern Dist. of FL	Closed
2016-DCL-5508	Elida L. Alfaro	357th Dist. Court, Cameron Co	Pending
49S30	Robert Armagost	Small Claims Court, 19th Judicial Dist., Weld Co., CO	Closed
2019-01769	Robert J. Caluda, APLC	United Governmental Services of LA, Inc.	Closed

1:19-cv-02521	Galaeso Cardona Hinjosa	U.S. Dist. Court, Northern Dist. of IL	Pending
1:19-cv-00504-LJV	Carl Kettle	U.S. Dist. Court, Western Dist. of NY	Closed
19-JSC41-02128	Evans Igho Akpo	Justice Court, Precinct 4, Fort Bend Co., TX	Closed
19-CV-2691	Richard J. Silverberg	U.S. Dist. Court, Eastern Dist. of PA	Closed
19-20012 / ADV 20-0133-MER	Shelly Rae Dierking	U.S. Bankruptcy Court, Dist. of CO	Closed
20-CV-00204	Linda Morgan	U.S. Dist. Court for the Dist. of AZ	Closed
20-cv-1780	Carlos A. Torales-Goldring	U.S. Dist. Court for the Dist. of CO	Closed
20LS4345	Thomas H. Payne, Trustee	Dist. Court of Johnson Co, KS	Closed
20-CV-00275	Brooke Champagne & Marco Thomas	U.S. Dist. Court, Southern Dist. of Iowa	Closed
2020-72811	Thien An Vo	Harris Co Dist. Court, 281st Judicial Dist.	Closed
16-31513-pcm13	Beau Nichols Roberts	U.S. Bankruptcy Court, OR	Closed
1:21-CV-016	Laura Aker	U.S. Dist. Court, Southern Dist. of OH	Closed
2021-cv-00291	Travis William	Court of Common Pleas, Montgomery Co., OH	Closed
19-51898-JPS	David M. Katalenas	U.S. Bankruptcy Court, Middle Dist. of GA	Closed
2021CC000600CCA XWS	Natasha McGoldrick	Co Court for Pasco Co., FL	Closed
2021-021390-CC-05	Pedro Demorejon	Co Court, Miami-Dade Co., FL	Closed
DC-21-10621	Samuel T. Russell	116th Judicial Dist., Dallas Co., TX	Closed
05-2021-CC-041775	Ojiles Policard	Co Court, Brevard Co., FL	Closed
2021-024342-CC-05	Brian Santana	Co Court, Miami-Dade Co., FL	Closed
COCE-21-053771	Brandon Dale	Co Court, Broward Co., FL	Closed
D-06-CV-21-007337	Evan Charles Hammerman	Dist. Court, Montgomery Co, MD	Closed
21-CV-62339-AHS	Aneita Bailey	U.S. Dist. Court, Southern Dist. of FL	Closed
COCE-22-001026	Carine Dabady	Co Court, Broward Co., FL	Closed
COCE-22-001023	Jarallah Hindi	Co Court, Broward Co., FL	Closed
22STCV00514	Arturo Orozco	Sup. Court, Los Angeles Co., CA	Closed
22CV014768	Levar Cassaberry	General Court of Justice, Wake Co., NC	Closed
D-09-CV-22-011679	Khalid Darargeh	Dist. Court, Harford Co., MD	Closed
3:22-cv-05692	Alejandro Calderon	U.S. Dist. Court, Western Dist. of Washington	Closed
2023-002002-SP-21	Rosa Lascaibar	Co Court, Miami-Dade Co., FL	Closed

2023-CC-008332-0	Karen Reyes	Co Court, Orange Co., FL	Closed
2023-DCV-1445	Yvonne Cooper	171st Dist. Court, El Paso Co., TX	Closed
2023CH04748	Blake Atlas Billups	Cook Co Circuit Court, IL	Closed
2313SC000604	Mark Dailey	Small Claims Court, Lynn Dist. Court, MA	Closed
CV-005935-23	Wayne J. Cadena	Civil Court, New York, NY	Closed
24-0185	Leonardo Cruz	Dist. Court, Hays Co, TX	Closed
3:24-CV-00337-MJT	Jacob Barreras	U.S. Dist. Court, Western Dist. of TX, El Paso Division	Closed
1:25-CV-00476	Telephone Science Corporation	U.S. Dist. Court, Western Dist. of TX, Austin Division	Pending
61050	Roy Cook	General Sessions Court, Jefferson Co., TN	Closed
D-111-CV-25-010994	Joshua Farber	Dist. Court, Frederick Co., MD	Closed
2025-DCV-3620	Alexus Aviles	41st Dist. Court, El Paso Co., TX	Pending

END CONFIDENTIAL INFORMATION
TAB C – Technical Capabilities

a) HARDWARE/SOFTWARE COMPABILITY

As the current vendor, all processes are currently in place for data communication. Linebarger utilizes a secure, enterprise-grade collection system designed and managed entirely by our in-house Information Technology Group (ITG). The system integrates seamlessly with the City’s existing infrastructure and requires no disruption to operations.

Experience with Tyler Technologies Incode

- Linebarger supports over 185 Incode clients statewide and maintains direct compatibility with Incode versions 9 and 10.
- Our custom Incode module expedites data import/export between the City and our proprietary software, minimizing staff workload.
- This integration streamlines right-party contact, data accuracy, and update cycles, providing faster results without additional client effort.



Hardware/Software Environment

- Centralized data centers in San Antonio with disaster-recovery replication in Austin
- Virtualized servers with load balancing and automatic failover for uninterrupted performance
- Encrypted FTP servers, predictive dialer, real-time reporting tools, and secure web interfaces
- All components and maintenance are performed in-house; no outsourcing is used

Linebarger’s hardware and software solutions are fully compatible with municipal systems, including Tyler Incode, and require no additional City infrastructure to operate.

b) DATA PROCESSING CAPABILITIES

Linebarger has invested over \$110 million in developing a high-capacity data-processing environment supporting more than 193.5 million active accounts.

Processing Operations

- Automated secure file transfers (SFTP) for daily referrals and updates
- Continuous data validation, scrubbing, and integrity checks before database insertion
- Real-time credit-card authorization and online payment posting

- Data archiving and replication every six hours through our SyncIQ system for disaster recovery

Backup & Retention

- Real-time replication to the disaster-recovery site plus nightly FIPS 140-2-encrypted backups
- PCI DSS Level 1 and IRS 1075 compliance for all client data
- Archived data retained according to client specifications and regulatory requirements

Linebarger's processing network consistently delivers secure, fast, and verified data flow, ensuring complete integrity from receipt to recovery.

c) SYSTEM'S ARCHITECTURE

Linebarger's automated collection system integrates all stages of receivable management within a modular, redundant architecture.

Core Design Elements

- Scalable virtual server platforms (VMware / Microsoft Hypervisor) with automatic failover
- High-speed Storage Area Network (SAN) with in-line encryption and self-encrypting drives
- Dual network providers and > 5,000 circuits for redundant connectivity
- Segregated environments for production, testing, and development to maintain stability
- Unified telephony integration (predictive dialer, skill-based routing, quality monitoring)

This architecture allows Linebarger to expand capacity or implement software upgrades without interrupting live operations.

D) SYSTEM SCALABILITY & PERFORMANCE

Linebarger's infrastructure is designed for **rapid scalability and proven reliability**.

- **Virtualized server clusters** with auto-failover maintain uptime during maintenance or spikes in volume
- **Elastic storage capacity** easily accommodates growth in City caseloads
- **Continuous operations record:** no downtime affecting client data or collections since deployment of the current architecture
- **Performance metrics:** processes hundreds of millions of transactions annually with consistent 99.9% uptime

Linebarger's performance history demonstrates unmatched scalability and dependability, ensuring uninterrupted, secure service delivery to the City.

BEGIN CONFIDENTIAL INFORMATION

We leverage multiple dedicated MPLS and DIA networks that are both scalable and burstable, ensuring optimal performance across our 100Gb internal network. This 100Gb mesh network seamlessly interconnects our highly available and redundant virtual machine and storage infrastructure. Currently, we manage over 1 petabyte of usable storage and handle thousands of files daily, operating 24/7 year-round. Each client is provided with a dedicated SFTP/FTPS portal, accessible only through unique user IDs. To further enhance security, we restrict uploads and downloads to their whitelisted IP addresses. Internally, access to client data is governed by a strict "need to know" policy, with only designated personnel granted access. Our security controls undergo annual audits and certifications to ensure compliance with PCI, SOC, and IRS 1075 standards.

END CONFIDENTIAL INFORMATION

BEGIN CONFIDENTIAL INFORMATION

TAB D - Pricing and Fees

a) All rates and fees must be listed on the proposal cost sheet. The city will not be responsible for paying any fees not specifically listed. The fees and charges presented shall remain firm for the original term of the agreement.

All rates and fees are fully detailed on the proposal cost sheet. No additional charges will apply beyond those listed. We further confirm that all fees and rates shall remain firm and unchanged throughout the original term of the agreement.

b) Describe how and when the fees apply.

Delinquent Tax Collection Fee – The statutory collection fee for delinquent taxes accrues under the Texas Tax Code §§33.07, 33.08 and 33.48. Per Tax Code §§33.07 and 33.08, the statutory collection fee attaches to taxes that remain unpaid upon becoming delinquent as defined in the Tax Code for a given tax year. This typically occurs on July 1 of the year following the year in which the taxes were originally due. Tax Code §33.48 provides that if a delinquent tax lawsuit is pending on February 1 and the most current year tax remains unpaid on February 1, the statutory collection fee will attach to that most recent tax year.

Delinquent Court Collection Fee - According to Section 103.0031 of the Texas Code of Criminal Procedure, the statutory collection fee for delinquent fines and fees is 30% on accounts that are more than 60 days past due and has been referred to the attorney or vendor for collection.

c) Details of any alternate method of compensation your company would consider.

Delinquent Tax Collection Fee - The statutory collection model provided in the Texas Tax Code reflects the Texas Legislature’s judgment as to a fair and reasonable compensation model for attorneys performing the tasks and duties associated with delinquent tax collections. This statutorily authorized compensation model for delinquent tax attorneys contemplates the expertise, resources and experience necessary to discharge this valuable professional service. Given that this compensation model is a ‘no cost’ service to taxing entities, it is the compensation model which is beneficial to both the City of League City and Linebarger. There exists no other economically feasible alternative to this compensation model.

Delinquent Court Collection Fee - The statutory collection model provided in the Texas Code of Criminal Procedure reflects the Texas Legislature’s judgment as to fair and reasonable compensation model for attorneys performing the tasks and duties associated with the collection of delinquent Court Fines and Fees. This statutorily authorized compensation model for attorneys contemplates the expertise, resources and experience necessary to discharge this valuable professional service. Given that this compensation model is a ‘no cost’ service to governmental entities, it is the compensation model which is beneficial to both the City of League City and Linebarger. There exists no other economically feasible alternative to this compensation model.

d) Identify and list all special services and identify charges pertaining to such service.

In addition to the Firm’s competitive collection fee structure, Linebarger provides a wide range of value-added services at **no additional cost to the City**. These services, such as lien collection assistance, title research, legislative updates, technology support, maptive, death notices, and client access tools, are detailed in Tab B, Section (d) – Additional Services. Each of these services is included as part of the Firm’s comprehensive representation and is provided at **no cost to the City**.

Collection of Delinquent Ad Valorem Tax and Court Fines

RFP 26-006 Cost Sheet
Due Date: Thursday, November 20th, 2025 at 2p.m.

Unit prices listed below are good for ninety (90) calendar days after receipt of proposal.

SECTION 1 – COLLECTION OF DELINQUENT AD VALOREM TAXES

Description of Service	Basis of Fee (Flat / % / Hourly)	Proposed Fee / Rate	Comments or Notes
Commission on Delinquent Ad Valorem Taxes Collected	% of total amount collected	<u>20</u> %	Applies to all delinquent taxes collected on behalf of the City
Commission on Delinquent Penalties & Interest Collected	% of total amount collected	<u>20</u> %	
Commission on Delinquent Personal Property Taxes	% of total amount collected	<u>20</u> %	
Commission on Delinquent Real Property Taxes	% of total amount collected	<u>20</u> %	
Lawsuit Filing / Court Costs	Flat fee per case	\$ <u>0</u>	Include all filing, postage, and related costs
Title / Abstract Fees	Flat fee per property	\$ <u>0</u>	If applicable
Bankruptcy Filings / Claims	Flat fee or % of amount recovered	\$ _____ or _____ %	
Foreclosure Actions	Flat fee per property	\$ <u>0</u>	

Total Estimated Percentage/Cost for Tax Collection Services: Zero costs to the City

SECTION 2 – COLLECTION OF DELINQUENT COURT FINES

Description of Service	Basis of Fee (Flat / % / Hourly)	Proposed Fee / Rate	Comments or Notes
Commission on Delinquent Fines and Fees Collected	% of total amount collected	<u>30</u> %	Based on total court fines collected
Setup / Integration Fee (if applicable)	Flat fee	\$ <u>0</u>	For software setup or data transfer
Ongoing System Maintenance Fee (if applicable)	Flat monthly fee	\$ <u>0</u>	If applicable
Court Filing / Postage / Notification Fees	Flat fee per case	\$ <u>0</u>	Include all costs for mailing and processing

Other Costs or Fees (specify):

Zero costs to the City

Total Estimated Percentage/Cost for Court Fine Collection Services:

Zero costs to the City

TAB E – Forms (Attachment A)

Please see the following pages for the required forms.

LEAGUE CITY EST. 1893

Texas Public Information Act

Steps to Assert that Information is Confidential or Proprietary

All proposals, data, and information submitted to the City of League City are subject to release under the Texas Public Information Act ("Act") unless exempt from release under the Act. You are not encouraged to submit data and/or information that you consider to be confidential or proprietary unless it is absolutely required to understand and evaluate your submission.

On each page where confidential or proprietary information appears, you must label the confidential or proprietary information. Do not label every page of your submission as confidential as there are pages (such as the certification forms and bid sheet with pricing) that are not confidential. It is recommended that each page that contains either confidential or proprietary information be printed on colored paper (such as yellow or pink paper). At a minimum, the pages where the confidential information appears should be labeled and the information you consider confidential or proprietary clearly marked.

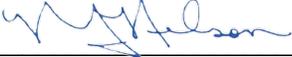
Failure to label the actual pages on which information considered confidential appears will be considered as a waiver of confidential or proprietary rights in the information.

In the event a request for public information is filed with the City which involves your submission, you will be notified by the City of the request so that you have an opportunity to present your reasons for claims of confidentiality to the Texas Attorney General.

In signing this form, I acknowledge that I have read the above and further state (Please check one):

- The proposal/bid submitted to the City **contains NO confidential information** and may be released to the public if required under the Texas Public Information Act.
- The proposal/bid submitted **contains confidential information** which is labeled and which may be found on the following pages: 5, 6, 7, 8, 10, 11, 12, 20, 21, 22, 23, 24 (Tab D, includes Cost Sheet) and any information contained on page number not listed above may be released to the public if required under the Texas Public Information Act.

Vendor/Proposer Submitting: Linebarger Goggan Blair & Sampson, LLP

Signature:  Date: November 28, 2025

Print Name: Norman J. Nelson Print Title: Managing Partner

CONFLICT OF INTEREST QUESTIONNAIRE

FORM CIQ

For vendor doing business with local governmental entity

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.
 This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).
 By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.
 A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

Not Applicable

2 **Check this box if you are filing an update to a previously filed questionnaire.** (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

 Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 **Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).**

7


 Signature of vendor doing business with the governmental entity

November 28, 2025

 Date

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm>. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

- (A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
- (B) a transaction conducted at a price and subject to terms available to the public; or
- (C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds \$2,500 during the 12-month period preceding the date that the officer becomes aware that

(i) a contract between the local governmental entity and vendor has been executed;
or

(ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that:

(i) a contract between the local governmental entity and vendor has been executed; or

(ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

(1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);

(2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or

(3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

(1) the date that the vendor:

(A) begins discussions or negotiations to enter into a contract with the local governmental entity; or

(B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

(2) the date the vendor becomes aware:

(A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);

(B) that the vendor has given one or more gifts described by Subsection (a); or

(C) of a family relationship with a local government officer.

**City of League City
House Bill 89 Verification**

I, Norman J. Nelson (Person name), the undersigned
representative of (Company or Business name) Linebarger Goggan Blair & Sampson, LLP

Linebarger Goggan Blair & Sampson, LLP (hereafter referred to as company) being an adult over the age of eighteen (18) years of age, after being duly sworn by the undersigned notary, do hereby depose and verify under oath that the company named above, under the provisions of Subtitle F, Title 10, Government Code Chapter 2270:

1. Does not boycott Israel currently; and
2. Will not boycott Israel during the term of the contract.

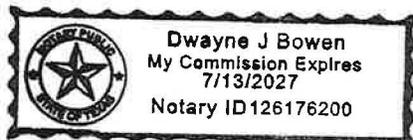
Pursuant to Section 2270.001, Texas Government Code:

1. "Boycott Israel" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes; and
2. "Company" means a for-profit sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or any limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate of those entities or business associations that exist to make a profit.

13 Nov 2025
DATE

[Signature]
SIGNATURE OF COMPANY REPRESENTATIVE

On this the 13th day of November, 2025, personally appeared _____, the above-named person, who after by me being duly sworn, did swear and confirm that the above is true and correct.



November 13, 2025
Date

Exhibit A. Key Personnel Resumes

We provide the full resumes for the teams that will oversee all day to day operations and ensure that all contractual obligations are met or exceeded. The teams we have assembled all bring years of experience working for the City, either collecting delinquent property taxes or working with its court to collect delinquent fines and fees.

Delinquent Property Tax Management Team

Norman J. Nelson

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 2006 – Present

Capital Partner since 1993 | Management Committee Member since 2006

- Oversee all Houston Office operations
- Work with Finance and Budget subcommittee on all budgeting and financial matters
- Participate in national marketing and law firm operational activities
- Liaison between law firm and all Houston-area clients and elected officials
- Daily responsibilities include: oversight of all office operations and budget, establishing and administering litigation, foreclosure, and non-litigation collection programs and procedures, monitoring client contracts, coordinating taxpayer assistance programs, and recruiting and training staff and legal personnel
- Manage all local media and public relations communications
- Manage and monitor local and state legislative issues
- Responsible for marketing in Southeast Texas region, including via national and local conferences
- Coordinate and manage local counsel and local consultants
- Direct presentations and calls to prospective clients

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 1993 – 2006

Capital Partner

- Oversaw contract relations for several key Houston office clients
- Managed collection team and all operations for client collections
- Handled all client delinquent tax litigation, prepared motions, orders, petitions, etc.
- Participated in national marketing and law firm operational activities

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 1987 – 1993

Attorney

- Provided representation and counsel for governmental taxing units
- Prepared motions, orders, petitions, and discovery litigation for ad valorem taxation lawsuits
- Extensive experience in tax litigation that includes state and federal courts

City of Houston Legal Department, Houston, TX, 1984 – 1987

Assistant City Attorney

- Performed all aspects of legal work in the Tax Division of the City of Houston Legal Department
- Very active in the litigation of real estate and personal properties suits

LICENSES and CERTIFICATIONS

Admitted to practice in the courts of:

- State of Texas
- Southern U.S. District Courts for the State of Texas

- 5th Circuit Court of Appeals

CURRENT PROFESSIONAL MEMBERSHIPS

- State Bar of Texas
- American Bar Association
- Houston Bar Association

MILITARY SERVICE

- Retired Major, U. S. Air Force Reserve, 1997

EDUCATION

Thurgood Marshall Law School at Texas Southern University, Houston, TX

Juris Doctor, 1984

University of Northern Colorado, Greeley, CO

Master of Science, Public Administration, 1975

Tuskegee University, Tuskegee, AL

Bachelor of Science, Business Administration, 1973

Mark E. Ciavaglia

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Texas City, TX, 2004–Present

Capital Partner since 2015

- Handle delinquent tax collections for clients in Galveston County
- Manage day-to-day operations in delinquent tax collections

Lyons and Plackemeier, PLLC, Texas City, TX, 1993–2004

Associate (1993 - 1998)/Partner (1998 - 2004)

- Focused on delinquent tax collections for clients in Galveston County

City of Texas City, Texas City, TX, 1986–1993

Alternate Municipal Court Judge

- Heard cases involving Class-C Misdemeanors, Traffic Offenses, Juvenile Docket

AWARDS and RECOGNITION

- 2007 Citizen of the Year, by Texas City-La Marque Chamber of Commerce
- 2008 Honoree, Texas City ISD Hall of Honor
- 2012 Honoree, College of the Mainland Distinguished Alumni
- 2013 Honoree, Galveston County Daily News' Community Champion Award

LICENSES and CERTIFICATIONS

Admitted to practice in the courts of:

- The State of Texas

COMMUNITY ACTIVITIES

- Past Chair, Texas City-La Marque Chamber of Commerce Board of Directors
- Past President, Texas City Jaycees
- Past President, Noon Optimist Club of Texas City
- Past Chair, Community Outreach Committee, Texas City Centennial Celebration
- Past President and Founding Director, Texas City ISD Education Foundation
- Past President Mainland Community Crime Stoppers
- Past Co-Chair, 2007 Texas City ISD Campus Assessment Committee
- Past Co-Chair, City of Texas City Committee for Census 2010
- Past Co-Chair, College of the Mainland, 2010 Community Bond Advisory Committee
- Founding Board Member of Advocacy Center for Children of Galveston County
- Former Member, Rotary Club of Texas City
- Current Board Chair, Texas City Economic Development Corporation
- Former Chair, Current Board Member, HCA-Clear Lake Regional Medical Center
- Current Member of St. Mary of the Miraculous Medal Men's ACTS Ministry

EDUCATION

South Texas College of Law, Houston, TX

Doctor of Jurisprudence, 1993

University of Houston, Clear Lake, TX

Bachelor of Science, Accounting, 1990

Emily Watkins

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 2010–Present

Attorney, Partner, Galveston County Office, 2020–Present

- Monitors case docket of approximately 1,000 cases
- Drafts motions dealing with discovery, trial preparation, excess proceeds, and motions for summary judgment
- Reviews and revises property legal descriptions as well as chains of title including reviewing Deeds of Trusts, Warranty Deeds, various lien documents and judgments on all suits filed in Galveston County
- Reviews all citations, pleadings, and motions filed of record in delinquent tax cases
- Reviews Galveston County Appraisal District assessments and communicates corrections with various District Departments
- Attends hearings and/or trials on regular basis in Tax court and District Court

Post-Judgment Department Attorney, Houston, TX, 2010–2020

Partner

- Monitored monthly tax foreclosure sales of 350 to 400 properties per month including attending trials and post-judgment hearings and researching title issues regarding ownership
- Drafted motions dealing with discovery, excess proceeds, and motions for summary judgment
- Reviewed post judgment motions including: nunc pro tunc, excess proceeds, and motions to vacate judgments
- Reviewed legal documents including original petitions, amended petitions, citations by publication, trial notices and dismissals
- Maintained, monitored, and managed post-judgment docket of approximately 75 cases including appearing in district court and/or tax court two to three times per week
- Reviewed and revised property legal descriptions as well as chains of title including reviewing Deeds of Trusts, Warranty Deeds, various lien documents, and judgments
- Reviewed Harris County Appraisal District assessments and communicated corrections with various District Departments

Private Practice, Galveston County and Fort Bend County, TX, 2009–2010

Attorney

- Probate matters including drafting of wills, serving as guardian and attorney ad litem, and submitting to the probate court applications for independent administration
- Served as attorney ad litem in delinquent tax suits in Galveston and Fort Bend counties

Linebarger Goggan Blair & Sampson, Houston, TX, 2006–2009

Toll Road Department Attorney

- Attended bi-weekly hearings regarding toll road violation disputes
- Maintained, monitored, managed high-dollar docket of approximately 100 cases filed in county court

- Reviewed original citations and motions including summary judgments and motions for new trial

University of Houston Law Center Juvenile Delinquency Clinical Program, Houston, TX, 2006

Student Attorney

- Interviewed clients, with and without their parents, to ascertain the facts of cases and gain information regarding the child's background
- Prepared clients for court room experience, including proper attire and presentation
- Prepared necessary paperwork for court appearances occurring three or four times per month

Office of Texas State Senator Kyle Janek, Austin, TX, 2005

Legislative Aide

- Conducted bill analyses, tracked legislation, and attended committee hearings
- Answered constituent mail and telephone calls

Law Offices of Milling, Benson, and Woodward, LLP, New Orleans, LA, 2004

Summer Associate

- Conducted research in firm library, wrote memos, drafted motions regarding several areas of law including employment, tort, and contract

Office of State Representative Senfronia Thompson, Austin, TX, 2001–2003

Legislative Aide

- Answered phones, mailed correspondence, and maintained database
- Conducted bill analyses, tracked legislation, and attended committee meetings
- Drafted language for filed legislation and amendments

LICENSES and CERTIFICATIONS

Admitted to practice in courts of:

- State Bar of Texas

CURRENT PROFESSIONAL MEMBERSHIPS

- State Bar of Texas
- Houston Bar Association
- Galveston County Bar Association
- Texas Creditor's Bar Association

COMMUNITY and PROFESSIONAL INVOLVEMENT

- Communities in School, Board Member, August 2019–present
- Precinct Chair for Galveston County, March 2018–March 2020
- League City Lion's Musical Festival Kids' Day, Chair, May 2019–present
- League City Lion's Club, Member, February 2017–present
- Galveston County Bar Association Ad-litem Seminar, Presenter, 2017
- Linebarger Goggan Blair & Sampson Annual Seminar, Presenter, 2015 and 2018
- The Galloway School PTO, Board Member, 2015–2017
- Gulf Coast Chapter of Texas Association of Assessing Officers, 2014 Fall Seminar, Presenter

- Appointed by Galveston County Commissioners court to the Mediation Services Board, 2010
- Texas Children for the Missing, Board Member, 2008–2009

EDUCATION

University of Houston Law Center, Houston, TX

Juris Doctor, 2006

University of Texas, Austin, TX

Bachelor of Science, 2002

Tara Grundemeier

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 2003 – Present

Capital Partner (Bankruptcy Attorney 2003 – 2009; Partner since 2009; Capital Partner since 2017)

- Represent and counsel governmental taxing entities as secured creditors in all phases of bankruptcy proceedings under Chapters 7, 11, 12, and 13 in all U.S. District Courts
- Oversee 1000+ bankruptcy filings yearly with over \$20 million in taxes due to clients
- Extensive experience in managing cases, seeking and opposing summary judgement, bankruptcy litigation, negotiating settlement agreements, handling appeals, and pleadings practice
- Manage a 10–15 person bankruptcy department consisting of an associate attorney, manager, paralegals, legal assistants, researchers, and clerks
- Act as lead attorney on cases involving statewide firm clients in bankruptcy courts across the U.S.

Court of Appeals — First District of Texas, Houston, TX, Summer 2000

Judicial Extern

- Wrote and presented legal memorandums to a three-judge panel on legal issues before the court
- Participated in chamber discussions with judge on resolution and disposition of legal issues
- Performed substantive cite checks of opinions and extensive research

LICENSES and CERTIFICATIONS

Admitted to practice in courts of:

- State of Texas
- United States Court of Appeals for the Fifth Circuit
- United States District Court for the Eastern, Northern, Southern and Western Districts of Texas
- United States District Court for the District of Colorado

CURRENT PROFESSIONAL and COMMUNITY AFFILIATIONS

- American Bankruptcy Institute
- American Bar Association
- Houston Bar Association, Bankruptcy Section
- International Women’s Insolvency & Restructuring Confederation
- State Bar of Texas, Bankruptcy Section
- Texas Bar Foundation Fellow
- Houston Bar Association Committee Member – Lawyers for Literacy (Co-Chair 2018-2019) and Lawyers for a Beautiful Houston

EDUCATION

Thurgood Marshall School of Law at Texas Southern University, Houston, TX

Juris Doctor, magna cum laude, 2002

- American Jurisprudence Award for Commercial Law
- Profiled in the 20th Edition of Who’s Who: American Law Students

University of Houston, Houston, TX

Bachelor of Science, Political Science, 1996

Bachelor of Science, Psychology, 1994

EVENTS

- Successfully Navigating COVID Curveballs in Bankruptcy and Debt Collections as a Government Attorney (Co-panelist September 16, 2020)
- “A Review of Tax and Valuation Issues in Bankruptcy,” Linebarger Goggan Blair & Sampson, LLP Annual Firm CLE (10/26/17)
- “Chapter 9 From the Outside,” Linebarger Goggan Blair & Sampson, LLP Annual Firm CLE (11/11/14)
- “Confirmation Issues: Oops...the Taxes Were Paid and They Were in the Confirmed Plan,” Houston Association of Bankruptcy Paralegals’ Annual Meeting and CLE Seminar (11/5/10)

Tanya F. Eriksson Wood

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 2005 – Present

Capital Partner since 2014

Management Committee Member since 2021

- Capital Partner on the Suburban Team
- Oversee the firm's performance in the areas of current and delinquent tax collections for various clients
- Serve as a liaison for matters involving the Houston Independent School District, which includes assistance with Tax Increment Reinvestment Zone matters

Houston Independent School District, Houston, TX, 1999 – 2005

Tax Assessor-Collector /Attorney

- Participated in overseeing the performance of the current and delinquent tax collection operations of the district through a contractor of approximately 130 staff persons
- Performed duties related to the tax assessment and collection requirements of the Property Tax Code
- Participated in overseeing the tax foreclosure activities of the contractor, including review and inspection of foreclosure properties, maintenance of properties struck off to the district, and resale of foreclosed properties through an interlocal foreclosure program
- Coordinated tax collection activities and foreclosure activities with the City of Houston, HarrisCounty, and other applicable entities
- Provided tax revenue reports, foreclosure reports, and other related financial and business reports for the Finance and Business Services Department
- Assisted in preparation of truth-in-taxation documents and required filings in connection with tax rate adoption
- Assisted taxpayers and property owners with inquiries and tax problems
- Performed administrative duties, including review and approval of refunds, vendor payments, tax judgment releases, preparation of transfer of tax lien documents, and related activities
- Reviewed, edited, and approved tax collection manuals and procedures for tax collection operations
- Provided requested assistance in Comptroller's Report of Property Value and appeals, if any
- Provided calculations, reports, and other information related to Tax Increment Reinvestment Zones in which the district participated

Lawyers Title Company of Houston, Houston, TX, 1999

Escrow Agent and Title Researcher/Abstractor

- Company closed real estate transactions and issued title insurance policies
- Researched property records to determine chains of title and encumbrances on property
- Composed title commitments and closed real estate transactions
- Conducted extensive research on Titledata™

Linebarger Heard Goggan Blair Graham Peña and Sampson, LLP, Houston, TX, 1996 – 1999

Associate Attorney

- Represented taxing authorities in county, district, and appellate courts in Harris and surrounding counties, while maintaining client development and contact
- Participated in bench trials before judges, argued for and against motions, and conducted other legal business before the courts
- Managed delinquent ad valorem tax litigation and court dockets
- Drafted original petitions, briefs, and motions for summary judgment, requests for discovery and responses to same, and other legal documents

LICENSES and CERTIFICATIONS

- Registered Tax Assessor-Collector
- Texas Comptroller of Public Accounts approved course instructor for Texas Department of Licensing and Regulation Property Tax Professionals licensees
- Tax Assessor-Collectors Association of Texas approved course instructor for Professional Designation Certification Program
- Licensed Real Estate Broker

Admitted to practice in courts of:

- State of Texas
- State of Oregon

CURRENT PROFESSIONAL MEMBERSHIPS

- State Bar of Texas
- Oregon State Bar
- Texas Association of Assessing Officers-Gulf Coast Chapter; Chairman, Bylaws Committee
- Houston Bar Association
- Women Professionals in Government

COMMUNITY INVOLVEMENT

- Houston Livestock Show and Rodeo™, International Committee
- Bluebonnet Bells, charitable organization, Member
- Art Angels, charitable organization, Member

EDUCATION

South Texas College of Law, Houston, TX

Doctor of Jurisprudence, 1995

Texas A&M University, College Station, TX

Master of Business Administration, 1993

Texas A&M University, College Station, TX

Bachelor of Business Administration, 1991

Robert Cortez

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 2018 – Present

Director of Collection and Litigation, Houston Region

- Manage information, data, and reporting on litigation process in the Houston Region, including firm's litigation management system, connection and integration with District Clerk's systems, and reports on volume, status, and success of litigation conducted for each firm client
- Design effective collection programs based on analysis of client's real property tax roll that maximize revenue while complying with all state and federal laws, firm policies, client guidelines
- Prepare and conduct training for new and existing employees
- Develop innovative strategies to improve collection department performance
- Manage firm's lawsuit production department in preparing and filing suits in Houston Region
- Manage property inspectors preparing inspections for paralegals and attorneys on lawsuits
- Manage issuance of citation to constables, secretary of state, and private process servers
- Manage the ordering of title with title companies in Houston Region

Collection and Litigation Manager, 1995 – 2018

- Responsible for training and supervising all legal assistants, paralegals, and law clerks
- Supervised a 50+ person department that litigates thousands of cases
- Managed the timely prosecution of thousands of cases
- Generated external and internal monthly reports for management and clients
- Streamlined processes between departments to facilitate litigation
- Served as a liaison between the law firm and the Harris County District Clerk's Office
- Responsible for training and supervising 20+ collectors
- Oversaw the implementation of cutting-edge collection software
- Generated and analyzed collection reports to insure optimal collections for clients
- Coordinated with management to implement effective strategies for collecting clients' delinquent taxes

Paralegal, 1991 – 1995

- Maintained case files from inception through judgment
- Produced legal documents including amended petitions, citations, and judgments
- Prepared weekly docket and supported attorney at court
- Requested certified statements for payoffs and trial

CURRENT PROFESSIONAL MEMBERSHIPS

- Texas Association of Assessing Officers (TAAO)

COMMUNITY INVOLVEMENT

- Katy ISD Education Foundation
- Vice President of Finance and CFO for Katy Youth Football
- Vice-President of Waller County RID #1

- Board Member, Canyon Gate at Cinco Ranch HOA
- Member of Cinco Ranch High School Athletic Booster Club — Katy ISD

EDUCATION

University of Houston, Houston, Texas

Coursework in Business Administration, 1990 – 1993

Houston Community College, Houston, Texas

Coursework in Oracle Programming Language, 2005 – 2006

Richard C. Haass

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Austin, TX, 2016 – Present

Chief Operating Officer

- Serve as a key member of the firm's management team
- Oversee firm operations
- Work with each office to improve operations
- Review firm policies and procedures to ensure that they are consistent with the firm's needs and recommend necessary changes to the Management Committee
- Coordinate with the National Marketing and Texas Marketing groups to ensure balanced growth for the firm that develops new markets while preserving existing relationships and clients
- Evaluate existing firm benefits to make sure that the firm is competitive in its respective markets
- President, Linebarger's Wholly Owned Subsidiaries: Appraisal & Collection Technologies, LLC; Information Technology Group, LLC; Linebarger Analytics and Information Services, LLC; Public Records Company, LLC; Linebarger Real Estate 2018, LLC
- Serve as the key member of each subsidiary's management team
- Oversee all operations, budgeting, marketing, technology enhancements, and program services

Linebarger Goggan Blair & Sampson, LLP, San Antonio, TX, 2000 – 2016

Chief Technology Officer

- Provided leadership role in the design and implementation of technology, including hardware, software, operating system software, productivity tools, and IT security
- Provided leadership role in the design and implementation of the data transfer of the client's debtor information
- Defined the computer and communication technology charter of the firm, which defines the computer and communication technology mission statement, goals, directions, and strategies for maintaining high customer service levels, as well as providing for future service expansion
- Developed plans for migration of technologies to support necessary future directions
- Developed long-range technology architecture and strategy as it is applied to all phases of the firm's operations and interactions with its customers and debtors
- Defined new approaches and paths for technology, including product design, CRM, hardware, productivity tools, databases, CASE tools, image processing, letter composition and archival tools, data standardization tools, multimedia, and telephony
- Defined standards for purchasing, identifying, evaluating, selecting, implementing, and managing the technology of the firm
- Developed and managed effective working relationships with other departments, groups, and personnel with whom work must be coordinated or interfaced
- Identified the emerging technologies to be integrated and introduced into the firm
- Evaluated vendor-supplied databases for skip tracing, debtor identification, and credit scoring

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 1995 – 2000

Director of Operations

- Managed the firm’s largest office and surrounding region
- Designed and implemented the firm’s first regional inbound and outbound contact center
- Handled all aspects of the region’s budget and collection goals
- Provided leadership role to region’s litigation department—filing over 5,000 collection lawsuits per year
- Recruited and trained all mid-level managers
- Provided leadership role in the design and implementation of all collection strategies

Linebarger Goggan Blair & Sampson, LLP, Corpus Christ, TX, 1990 – 1995

Office Manager, 1992 – 1995

- Managed eight area managers and their supporting staff
- Responsible for all aspects of the office’s budget and collection goals
- Recruited and trained collection staff and area managers
- Shared responsibility for contract negotiation and renewals with local attorney
- Designed and implemented all collection strategies

Area Manager, 1990 – 1992

- Served as client liaison and collections manager for 16 local taxing jurisdictions
- Managed and executed a complete collections program, including client data exchanges, notice series, phone campaigns, litigation, tax seizures, property inspections, court appearances, skip tracing, land title work, internal and client reporting, and revenue forecasting

CERTIFICATIONS

- Certified Information Security Manager (CISM) designation, August 2009
- Certified Information Systems Auditor, CISA
- Active Federal Security Clearance since January 2002

EDUCATION

Texas A&I University, Kingsville, TX

Bachelor of Business Administration, 1990

- Delta Sigma Pi Business Fraternity

LeWayne Ballard

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, San Antonio, TX, 2015–Present

Chief Technology Officer

- Manages PCI-DSS, IRS-1075, NIST, and SSAE-16 compliance and develops policies and procedures to ensure requirements are met
- Develops disaster recovery and business continuity procedures
- Conducts ongoing gap analysis of infrastructure to adapt to changing security requirements
- Implements administrative, technical, and physical safeguards to protect assets
- Implements change management tracking and notification process
- Oversees organization's security awareness program
- Implements new annual security training to ensure employees are aware of the latest threats
- Validates new technical initiatives to comply with organizational security requirements
- Manages Security Department capital and operational budgets

University of Texas Health Science Center, San Antonio, TX, 2015–2015

IT Audit Manager

- Managed IT Audits to ensure HIPAA, FERPA, TAC-202, and PCI-DSS compliance
- Balanced technical background and experience with audit best practices to identify “real” control objectives
- Audited IT policies and procedures to identify gaps in security measures
- Conducted annual IT risk assessment audit to confirm strategy is in alignment with institution mission
- Conducted audit of Disaster Recovery and Business Continuity practices to ensure controls effectively mitigate risks

GVTC, New Braunfels, TX, 2008–2015

IT Security and Compliance Engineer

- Implemented network access controls (NAC) on wired and wireless (AC/B/G/N with WPA2) network
- Protected company information against data leaks with USB security and website filtering
- Secured internal assets against malicious malware with Sophos Antivirus
- Managed Juniper firewall against external threats using policies and NAT
- Configured Websense website filtering software to protect against malicious sites
- Integrated intrusion protection system (IPS) into NAC system for real-time network security
- Served as PCI-DSS compliance manager, overseeing quarterly recertification, external penetration, and vulnerability assessment
- Implemented disaster recovery and business continuity planning using best practices
- Implemented a new security awareness program and continuing education
- Administered external firewalls and Microsoft ISA server against external threats
- Received Tribute Award for CEO excellence

JDA Software, Atlanta, GA, 2006–2008

Senior Systems Engineer

- Sole Systems Engineer for 15 iSeries partitions located globally
- Project Manager for E3 and MMS billing/ERP/CRM system administration and upgrades
- Top Gun Engineer for emergency customer implementation issues. Performed operating system upgrades from v5r2, v5r3, v5r4, and v6r1
- Supervised data center employees and system operators

Waste Management and Sateri Systems, Houston, TX, 2004–2006

Consultant

- Acted as IBM iSeries consultant, automating security processes for SOX compliance
- Implemented security standardization for over 14,000 end-users
- Served as Project Manager for ICMS billing/ERP/CRM system administration and upgrades
- Managed a team of eight consultants consisting of analysts and programmers

Time Warner Cable, San Antonio, TX, 1998–2004

Help Desk Supervisor/Systems Administrator

- Systems Administrator on IBM iSeries 9406-730
- Project Manager for ICOMS billing/ERP/CRM system administration and upgrades
- Supervised Help Desk daily operations and SLA requirements
- Wrote CL programs to automate security and administrative functions
- Received Employee of the Year Award

LICENSES and CERTIFICATIONS

- Certified Information Systems Security Professional (CISSP)
- Certified Information Security Manager (CISM)
- Project Management Professional (PMP)

CURRENT PROFESSIONAL MEMBERSHIPS

- International Information Systems Security Certification Consortium (ISC)2
- Information Systems Audit and Control Association (ISACA)
- Project Management Institute (PMI)
- Member, Infragard, FBI public sector security group

RECENT AWARDS and RECOGNITION

- Received Annual Tribute Award for CEO Excellence–GVTC, 2012, 2013, 2014
- Featured on WOAI news for Adopt A Family efforts, 2013
- Recognized as a top donor for South Texas Blood and Tissue Center, 2015

COMMUNITY INVOLVEMENT

- Meals on Wheels–Volunteer weekly to deliver meals to those in need
- South Texas Blood and Tissue Center–Volunteer biweekly to donate platelets to those in need
- Wreaths Across America–Volunteer to lay wreaths at Veteran’s headstones
- Adopt A Family–Adopt multiple families during Christmas to provide their wishes

EDUCATION

University of the Incarnate Word, San Antonio, TX

Doctor of Philosophy - currently pursuing

- Concentration in Organizational Leadership

Texas A&M University, San Antonio, TX

Master of Business Administration in Computer Information Systems

- Concentration in Information Security and Assurance

Texas A&M University, San Antonio, TX

Bachelor of Business Administration in Computer Information Systems, summa cum laude

- Concentration in Information Security and Assurance

James M. “Jim” Kurth

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, San Antonio, TX, 2000–Present

Director, Delinquent Tax Division, 2016–Present

- Oversees all software development within ITG Delinquent Tax (DTAX) Division
- Directs software engineering function in developing, releasing, and maintaining software applications according to business needs
- Implements and tracks development timelines and negotiates feature sets with development leads and Subject Matter Experts
- Directs production activities involved with DTAX data loads and mailings
- Guides production team on issues related to loading client data and generating mailings
- Directs training and implementation of software releases

Manager, Delinquent Tax Software Development, 2000–2016

- Planned, coordinated, and managed activities related to the design, development, and implementation of software applications
- Responsible for maintaining, supporting, and upgrading existing applications
- Collaborated with Quality Assurance Analysts, Developers, and process owners in the testing of new software programs and applications
- Provided technical leadership to developers related to the design, development, and deployment of software systems

ACS Government Solutions Group, San Antonio, TX, 2000–2002

Technical Project Lead

- Served as Senior Systems Technical Leader for the Air Force Military Personnel System Modernization Project
- Responsible for technical implementation solutions, requirements analysis, database design, application build, testing, and deployment of system to manage military employees of USAF

U.S. Air Force, Air Force Personnel Center, San Antonio, TX, 1998–2000

Application Development Team Lead

- Application Development Team Leader and Lead Developer for the modernization of the Retirement and Separation Life Cycle of the Air Force Military Personnel System
- Supervised a team of 13 analysts and developers responsible for requirements analysis, database design, application build, testing, and deployment

U.S. Air Force, Air Force Research Laboratory, San Antonio, TX, 1994–1998

Application Development Team Lead, 1995–1998

- Managed the overall software development lifecycles of several concurrent projects
- Directed team of 29 developers responsible for designing and developing new software systems
- Managed development of Virtual Reality applications for Air Traffic Control Training
- Developed detailed software release plans and schedules including the design, development, integration (software and hardware), and final release activities

System Analyst/DBA, 1994–1995

- Performed system analysis, database design, programming, and software testing for the Manpower and Personnel Research database
- Functioned as Team Lead to perform gap analysis and determine overall design of the replacement of the UNISYS system

U.S. Air Force, 58th Special Operations Wing, Kirtland AFB, NM, 1989–1994

Program Manager, H-53 Flight Engineer Training

- Responsible for course design, implementation, administration, and operation of U.S. Air Force H-53 Flight Engineer programs, practices, and procedures at all levels of command
- Developed programs and practices used to identify organizational and professional development needs of Flight Engineers
- Conducted needs assessments, analyzed trends, and created long-term solutions resulting in increased Flight Engineer effectiveness
- Acted as subject matter expert to develop a Computer Based Training program used by the formal school and at organizations around the world

United States Air Force, 1980–2000

- Airman

RECENT AWARDS and RECOGNITIONS

- 2014 Outstanding Achievement – Non-Attorney Manager/Supervisor

COMMUNITY INVOLVEMENT

- Comal County Beekeeping Association, Board Member
- American Legion Post 593, Member

EDUCATION

Park University, Randolph Air Force Base Campus, San Antonio, TX

Computer/Management Information Systems, 1998–2000

University of New Mexico, Albuquerque, NM

Computer Science, 1990–1995

University of Alaska Fairbanks, Fairbanks, AK

Computer Science, 1984–1988

Delinquent Court Fines Management Team

Norman J. Nelson

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 2006 – Present

Capital Partner since 1993 | Management Committee Member since 2006

- Oversee all Houston Office operations
- Work with Finance and Budget subcommittee on all budgeting and financial matters
- Participate in national marketing and law firm operational activities
- Liaison between law firm and all Houston-area clients and elected officials
- Daily responsibilities include: oversight of all office operations and budget, establishing and administering litigation, foreclosure, and non-litigation collection programs and procedures, monitoring client contracts, coordinating taxpayer assistance programs, and recruiting and training staff and legal personnel
- Manage all local media and public relations communications
- Manage and monitor local and state legislative issues
- Responsible for marketing in Southeast Texas region, including via national and local conferences
- Coordinate and manage local counsel and local consultants
- Direct presentations and calls to prospective clients

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 1993 – 2006

Capital Partner

- Oversaw contract relations for several key Houston office clients
- Managed collection team and all operations for client collections
- Handled all client delinquent tax litigation, prepared motions, orders, petitions, etc.
- Participated in national marketing and law firm operational activities

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 1987 – 1993

Attorney

- Provided representation and counsel for governmental taxing units
- Prepared motions, orders, petitions, and discovery litigation for ad valorem taxation lawsuits
- Extensive experience in tax litigation that includes state and federal courts

City of Houston Legal Department, Houston, TX, 1984 – 1987

Assistant City Attorney

- Performed all aspects of legal work in the Tax Division of the City of Houston Legal Department
- Very active in the litigation of real estate and personal properties suits

LICENSES and CERTIFICATIONS

Admitted to practice in the courts of:

- State of Texas
- Southern U.S. District Courts for the State of Texas

- 5th Circuit Court of Appeals

CURRENT PROFESSIONAL MEMBERSHIPS

- State Bar of Texas
- American Bar Association
- Houston Bar Association

MILITARY SERVICE

- Retired Major, U. S. Air Force Reserve, 1997

EDUCATION

Thurgood Marshall Law School at Texas Southern University, Houston, TX

Juris Doctor, 1984

University of Northern Colorado, Greeley, CO

Master of Science, Public Administration, 1975

Tuskegee University, Tuskegee, AL

Bachelor of Science, Business Administration, 1973

Richard S. Hill

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 2002 – Present

Capital Partner since 2009

- Oversee daily operations of all Fees and Fines collections in the Houston/Galveston region
- Duties include Project Management and coordination of all delinquent collection services for 25 cities including Houston and seven counties including Harris, with outstanding delinquent receivables from 40 individual Justice Courts and 25 different Municipal Court systems
- Oversee and manage collections for five area Hospital/Emergency Medical Services clients

Harris County Attorney, Houston, TX, 2000 – 2002

Assistant County Attorney

- As Chief of General Counsel and Real Estate Divisions, supervised seven senior attorneys in the review and preparation of contracts involving all Harris County departments as well as drafting legal opinions issued by the Harris County Attorney
- Provided legal advice and counseling to all county department heads and elected officials
- Duties also included preparation, review, and approval of all real estate documents involving Harris County in the purchase, sale, or lease of real property

Harris County Civil Court at Law, Houston, TX, 2000

Judge

- Presided over civil cases involving controversy amounts of \$500 to \$100,000, excluding interest, statutory or punitive damages and penalties, and attorney's fees and costs
- Responsibilities included appellate jurisdiction of cases from justice courts in Harris County, appeals of final rulings and decisions of the Texas Worker's Compensation Commission
- Judicial responsibilities included exclusive jurisdiction of eminent domain proceedings regardless of controversy amount; suits to decide the issue of title to real or personal property; suits to recover damages for slander or defamation of character; suits for the enforcement of a lien on real property; suits for forfeiture of a corporate charter; suits for the trial of the right to property valued at \$200 or more that has been levied on under writ execution, sequestration, or attachment; and suits for the recovery of real property

Harris County Attorney, Houston, TX, 1989 – 2000

Assistant County Attorney

- Trial attorney in the Eminent Domain and Ad Valorem Tax Divisions
- Served as Division Chief of Ad Valorem Tax (providing delinquent collection representation for Harris County and City of Houston), Hospital District, and Revenue Enforcement Divisions
- Developed and implemented the first in-house non-ad valorem tax delinquent receivables collection operation for Harris County
- Receivables consisted of referrals from District Clerk, Tax Assessor Collector (Vehicle Inventory Tax), False Alarm, Toll Road, and Justice Courts

CURRENT PROFESSIONAL MEMBERSHIPS

- State Bar of Texas
- Houston Lawyers Association
- Houston Bar Association

EDUCATION

Thurgood Marshall School of Law at Texas Southern University, Houston, TX
Doctor of Jurisprudence, 1981

Florida State University, Tallahassee, FL
Bachelor of Science, 1978

Dwayne J. Bowen

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 2005 – Present

Legal Assistant

- Administrative assistant to Richard Hill and responsible for the daily supervision of the Houston office staff which includes coordination of collection efforts

ChaseCom, Houston, TX, 2002 – 2005

Telecom Trainer

- Instructed training classes on the marketing of telephony (T1, ATM) and internet services (network solutions and DSL service)

National Market Share, Houston, TX, 1993 – 2002

Sales Team Leader

- Managed a sales team responsible for marketing and implementation of T1 lines and data solutions utilizing Asynchronous Transfer Mode (ATM) technology

EDUCATION

Northeast Missouri State University, Kirksville, MO

Attended 1990 – 1992

Kristopher Moore

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, August 2024- Present

Attorney- Fines and Fees

- Assists with litigation procedures
- Supports Houston partners in a variety of litigation needs

Harris County Attorney's Office, Houston, TX, May 2020- August 2024

Assistant County Attorney/Legal Intern/Document Training Specialist

- Participated in live hearings, staff meetings and trainings
- Conducted legal research in various cases
- Created counter arguments to appellate court's ruling
- Compiled briefs, memorandums, and other legal documents
- Prepared and conducted trainings, hearings, and trials
- Participated in mediations

Anderson Pfeiffer, PC, Friendswood, TX, March 2018- January 2019

Paralegal/Legal Assistant

- Compiled exhibits, assembled notebooks, and completed necessary research in order to prepare attorneys for trials, hearings, depositions, and other court proceedings
- Drafted and edited various legal pleadings/documents such as applications, motions, orders, and will packets (Power of Attorney, HIPAA, Directive to Physicians, etc.)
- Assisted attorneys with will executions and served as notary
- Acted as liaison between clients, attorneys, and court representatives
- Filed legal documents through E-file Texas
- Competent in various research resources such as Westlaw, LexisNexis, and penal code books

Bayes Achievement Center, Huntsville, TX, May 2014- July 2017

Teacher

- Mentored, tutored, and taught social skills to clients
- Supervised general care and welfare of the client in the home
- Monitored and documented daily behavior in the form of a progress note to ensure client's compliance and improvement in student behavior

Texas Department of Criminal Justice, December 2012- March 2014

Correctional Officer III

- Managed offenders to ensure safety
- Conducted a daily search of cells and meeting quarters to ensure overall safety of facility, offenders, and staff
- Completed annual training as required to maintain awareness on latest trends amongst the prison population

LICENSES and CERTIFICATIONS

Admitted to practice in the courts of:

- State of Texas

CURRENT PROFESSIONAL MEMBERSHIPS

- Omega Psi Phi Fraternity, Inc., Position: Keeper of Records and Seals.
- Licensed Notary

EDUCATION

Texas Southern University, Thurgood Marshall School of Law, Houston, TX
Juris Doctor, 2022

Ashworth College
Paralegal Studies, 2018

Sam Houston State University, Huntsville, TX
Bachelor of Science in Criminal Justice, minor in Business Management, 2015

Camillia Battle

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, Houston, TX, 2021 - Present

Client Liaison, Texas Fees and Fines

- Responsible for the planning, development, and implementation of all Texas Fees and Fines marketing strategies, communications, and public relations activities.
- Directs, conducts, and assist in negotiations for contract renewals and new clientele.
- Serves as POC for seminars, conferences, and tradeshow of statewide organizations.
- Ensures the needs of all Texas Fees and Fines clients are met through monthly/quarterly/annual follow-up meetings.
- Conduct meetings with clients ensuring needs of municipality/county are met.
- Responsible for the discovery of new business opportunities and partnerships while nurturing a robust existing book of business.

Coloplast Corp, Minneapolis, MN, 2018 - 2021

Assistant Territory Manager

- Covered over 350 surgical implant cases with over \$2million in sales.
- Regularly visits and calls on health care professionals (primary care physicians, clinics and hospitals) within a specific geographic area.
- Supports the customer during surgical procedures and responsible for any follow-ups. Covers surgical cases and sales related support as needed from Territory Managers and Regional Sales Directors.
- Maintains a clear understanding of clinical and technical product knowledge relating to assigned products.
- Proven to work both independently and in a team setting towards meeting established objectives.
- Actively participates in industry related training, meetings and events for business development opportunities.
- Identifies opportunities that may help formulate sales strategies. Develops and maintains cross-functional relationships that lead to increasing use of products within target accounts.
- Applies a range of traditional and non-traditional problem-solving techniques to think through and solve issues creatively to improve performance and company effectiveness.
- Builds rapport and relationships by interacting effectively with employees and external contacts (i.e., MD and office staff) at all levels, demonstrating the awareness of their needs and responds with appropriate action.
- Travels within assigned accounts to provide proactive support to an assigned customer base.
- Achieves defined sales goals and quota within assigned account list.
- Provides clinical expertise to drive company revenue goals. Remains knowledgeable with the latest clinical data supplied by the company and interprets and presents this data with the health care professionals in my region.

- Maintained organizational and schedule planning. Coordinated activities on the organization's behalf and prioritize tasks with competing deadlines.

Methodist Hospital, Houston, TX, 2008 - 2018

Surgical Tech & Preceptor

- Precept and train all new RN's, Surgical Techs and medical students for all operating room services.
- Interact and engage potential and prospective surgical techs within the HCC.
- Aides in the implementation of new technology and assists with the dissemination of all new product information throughout the surgical team.
- Update and originate all surgical preference correspondence and quick reference materials as well as training modules.
- Assists with the development of operational materials and guides to help streamline processes in surgery.
- Actively leads the Methodist Mighty Lab simulation training for new hires among various services.
- Responsible for administrative policies and procedures. Worked closely with accounting team to monitor spending, process payroll and set budgets.
- Scrubbed and precepted over 500 robotic and surgical implant cases.

Harris County District Clerk's Office, Houston, TX, 1999 - 2005

Court Clerk/Intake Clerk DA's Office

- Served as the primary liaison between the District Clerk's Office and the courts, facilitating smooth communication and workflow.
- Provided comprehensive administrative support to an elected Judge, handling high-volume, time-sensitive responsibilities.
- Communicated with multiple departments to address public inquiries related to judicial matters and court processes.
- Managed complex calendars, scheduled hearings, and coordinated domestic and international travel arrangements.
- Documented case dispositions, court orders, and coordinated payment processes for fees and attorney vouchers.
- Collaborated with government agencies such as the District Attorney's Office, Sheriff's Department, and Office of Community Supervision to support court operations.
- Organized and maintained electronic and physical filing systems, ensuring accurate data entry into court databases.
- Improved operational efficiency by implementing enhanced filing systems and introducing time-saving organizational processes.

EDUCATION

Texas Southern University, Houston, TX

Bachelor of Arts, Communications in General Studies, 2014

Trevor Balderrama

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, San Antonio, TX, 2004–Present

Chief Administrative Officer, 2021- Present

Director of Fees and Fines, 2016–2021

- Directs and manages all systems and operations of the law firm's Fees and Fines Division
- Participates in the firm's marketing efforts by working with senior client staff members and elected officials on computer and operations related issues

Contract Manager Supervisor/ Special Projects Administrator, 2012-2015

- Oversaw Contract Managers and support personnel in daily activities
- Met with 3rd party agencies in developing IT requirements and recommending solutions
- Researched/developed internal business solutions to advance firm efforts and maximize client benefits
- Coordinated internal resources and software vendors to implement new clients
- Oversaw/implemented all technology requirements related to a contract
- Helped government agencies identify program specifications to facilitate contract implementation
- Provided government agencies with advanced statistical reporting and support in identifying opportunities for improvements to collections
- Served as liaison with agencies post-implementation in addressing data issues

Contract Manager, 2004–2012

- Coordinated internal resources and software vendors to implement new clients
- Oversaw/implemented all technology requirements related to a contract
- Helped government agencies identify program specifications to facilitate contract implementation
- Provided government agencies with advanced statistical reporting and support in identifying opportunities for improvements to collections
- Served as liaison with agencies post-implementation in addressing data issues

City of San Antonio, San Antonio, TX, 1999–2004

Senior Management Analyst, 2000-2004

- Recommended, tested, and oversaw the implementation of SAP conversion for the department
- Assisted in the development of the departmental budget
- Recommended strategies for leveraging external funds
- Prepared revenue and expenditure reports
- Routinely responded to council and department requests
- Interpreted fiscal policies and guided department personnel

Management Analyst, 1999–2000

- Worked with program and managers to develop the organization's budget
- Helped managers analyze and propose budgetary plans
- Monitored fiscal budgetary performance and goal attainment

- Prepared revenue and expenditure reports
- Interpreted fiscal policies and guided departments on expenditures to ensure compliance

Bexar County, San Antonio, TX, 1997–1999

Management Analyst

- Worked with program and managers to develop the organization's budget
- Assisted in the development of the county budget and long range financial forecast
- Prepared written reports and verbal presentations on various projects for the Commissioners Court
- Monitored and reported organizational spending to ensure compliance

LICENSES and CERTIFICATIONS

- Agile Software Development — Certified Scrum Master
- Certified Office of Court Administrators (OCA) Collection Improvement Program

EDUCATION

University of Texas at San Antonio, San Antonio, TX

Master of Arts, Public Administration, and Financial Management, 42 Hours

University of Texas at San Antonio, San Antonio, TX

Bachelor of Arts, Criminal Justice and Legal Studies, 1997

John M. Wilson

PROFESSIONAL EXPERIENCE

Linebarger Goggan Blair & Sampson, LLP, San Antonio, TX, 2003 — Present

San Antonio Contact Center Operations Manager

- Recruit, train, and evaluate collection and administrative staff
- Collection on portfolio consisting of fees, fines, civil, criminal, juvenile, utilities, commercial debt, and unemployment overpayments
- Hire and train staff
- Forecast revenues and expenses

Greentree Finance Company, Birmingham, AL, 2002 — 2003

Collection Manager

- Collection and repossession of manufactured housing portfolio
- Hired and trained staff
- Forecast delinquency levels

Aarons Lease Purchase, Birmingham, AL, 2001 — 2002

Collection Manager

- Collection and retrieval of lease to purchase merchandise
- Hired and trained staff
- Forecast delinquency levels

National Asset Recovery, Atlanta, GA, 2000

General Manager

- Collection of various debt portfolios.
- Forecast revenues, expenses and profit
- Hired and trained staff

Consolidated Accounts Management, Birmingham, AL, 1997 — 2000

Chief Operating Officer

- Responsible for daily operations of a medical collection agency
- Protected existing client base while marketing new clients and product services
- Evaluated subcontracted collection attorneys and agencies
- Forecast revenue, expense, and profit

THE Finance Company, Jacksonville, FL, 1992 — 1995

Regional Collection Manager

- Managed daily operations of Contact Center
- Recruited, trained, and evaluated collection staff
- Evaluated delinquencies for repossessions
- Responsible for minimal write offs
- Analyzed trends and implements measures to reduce delinquencies

Integratec Receivable Management, Atlanta, GA, 1984 – 1991

Regional Manager

- Collection of bad debt medical portfolios
- Hired and trained collection, clerical and Management staff
- Forecast revenues, expenses, and profit

TRT Telecommunications Services, Washington, DC, 1982 - 1984

Collector

- Collection of past due charges

Capital Credit Corporation, Jacksonville, FL, 1974 — 1982

Collector to National Training Director

- Debt Collector in Washington DC
- Assistant Group Supervisor in Washington DC
- Assistant Branch Manager in San Francisco, CA
- Branch Manager in Los Angeles, CA
- Branch Manager in Silver Spring, MD
- National Training Director in Jacksonville, FL

EDUCATION

Southern Methodist University, Dallas, TX

Bachelor of Business Administration, 1976

Exhibit B. Sample Reports

Delinquent Property Tax Reports

At Linebarger, we are committed to keeping the City fully informed of our progress on collection activities through regular performance reports. These reports, along with any special reports requested, will ensure the City receives comprehensive and transparent information regarding the full scope of services we provide.

The collection performance reports included here are provided for illustrative purposes. Upon contract award, our Galveston project management team will continue to collaborate with the City to develop reporting formats and content tailored to the City's preferences and requirements, whether on a monthly, quarterly, or annual basis.

Following the sample performance report is an excerpt from a recent Texas Legislative Update Report prepared by our Governmental Affairs group. These reports are distributed weekly during regular and special legislative sessions to keep our clients informed about legislative developments that may impact their operations.

In addition to these regular updates, our Governmental Affairs team also hosts post-session Legislative Update events to help clients understand key changes. Held in Fort Worth at no cost to attendees, these sessions offer continuing education credits applicable to a variety of professional certifications.

Linebarger Texas Legislative Report

The length of this full report varies depending on the legislative session. We have included sample pages to illustrate the type of confidential content typically provided to our clients in these weekly reports.

Delinquent Court Fines Reports

Following the Texas Legislative Report sample, we have included several court fines reports that demonstrate our ongoing performance measurement capabilities. These reports track key metrics such as collection activity, account aging, and total collections. We have also provided sample screenshots of our online reporting system, which remains available to the City for real-time access to performance data.

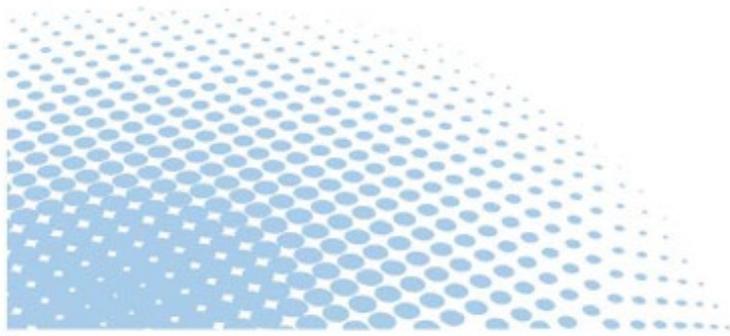
The sample reports presented here are for illustrative purposes only. As the City's current vendor, our Houston-based Court Fines Team will continue to collaborate closely with League City to ensure all reports are provided in the format, frequency, and delivery method most advantageous for the City.

Sample Client Report

Report on Delinquent Property Tax
Performance
DATE

CONTACT

Name, Managing Partner
Email address
Phone number

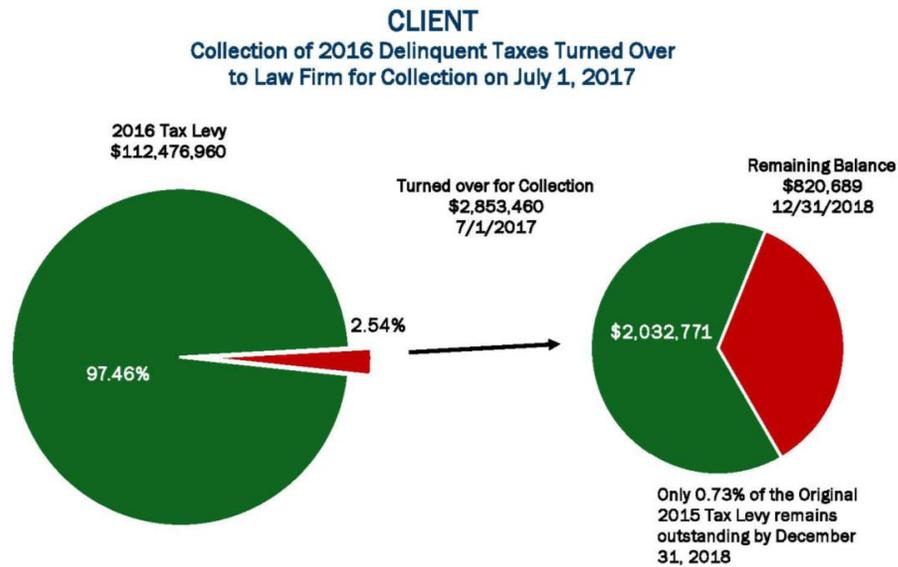


Sample Collection Update Report

Collection Overview

The client assessed a tax levy in excess of \$112 million dollars in property taxes for the 2016 tax year. The County Tax Offices collected 97.46 percent between October 1, 2016 and July 1, 2017. The client's Tax Office turned the balance of \$2.8 million dollars (2.54 percent) over to our firm for collection at that time. By December 31, 2017 we had collected all but 0.73 percent of the 2018 levy.

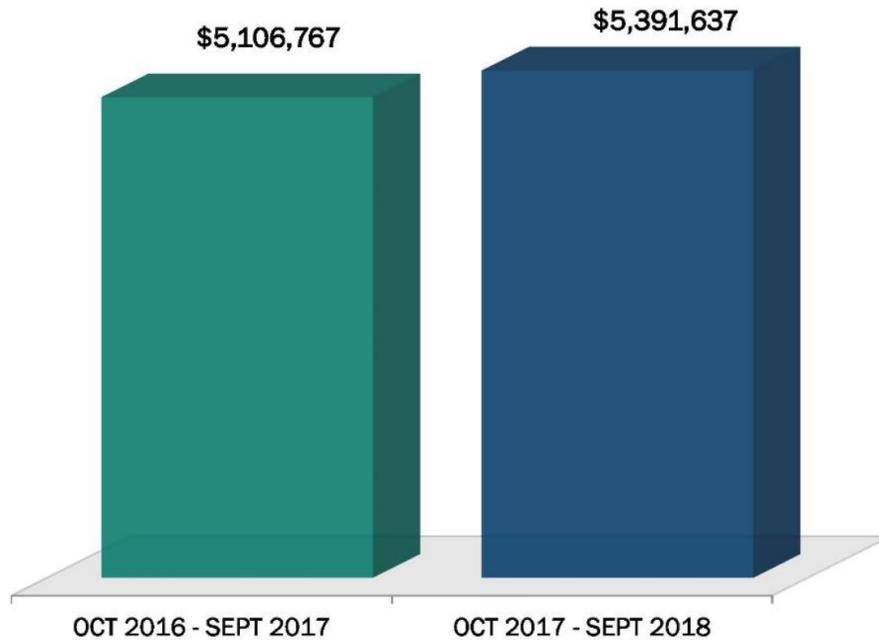
We implemented our annual work plan, and began working these accounts immediately using every tool available to us, including telephone calls, personal visits, collection letters, skip tracing, and when necessary, tax seizures, litigation, and tax foreclosure sales.



Total Delinquent Tax Collections

Working all delinquent accounts systematically, our firm collected more than \$10.6 million dollars in delinquent taxes, penalties, and interest for the client from Oct. 2016 through Sept. 2018. The following graph shows the collections for the past two turnover periods:

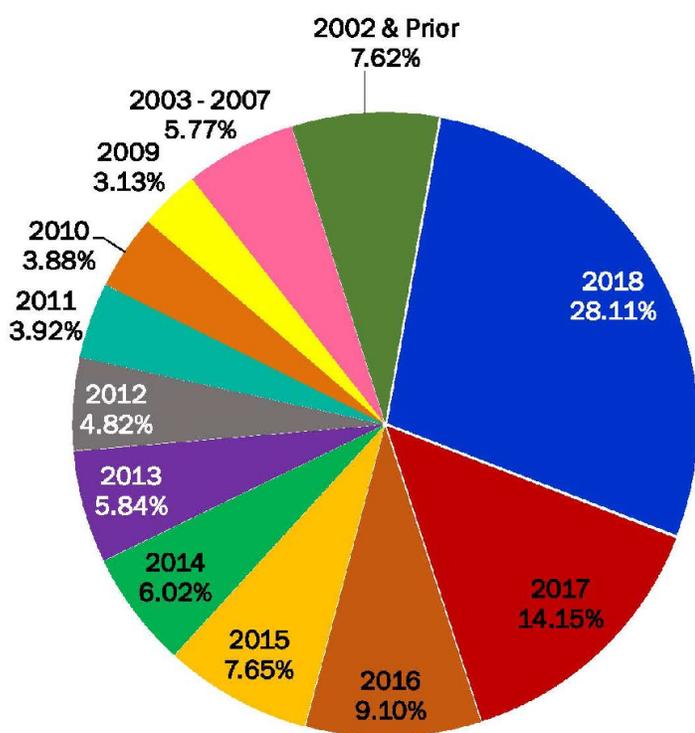
All Delinquent Tax Year Collections Including Penalty and Interest



Sources: Tax Office Collection Reports (TC 168, TC 298D, and TC 298M)

Delinquent Tax Roll Analysis by Tax Year and Account Status

A positive trend for both future delinquent tax collections and the client's financial management and planning is the significant reduction in total delinquent taxes owed on accounts prior to the 2017 tax year. The pie graph below breaks out the delinquent tax roll (DTR) by tax year and amount owed. Approximately 51 percent of the client's delinquent tax roll balance is for tax years that are delinquent three years or less.



DTR Balance by Years	
2018	1,549,508
2017	779,793
2016	501,431
2015	421,977
2014	332,071
2013	322,196
2012	265,521
2011	216,200
2010	213,805
2009	172,378
2003 - 2007	\$317,953
2002 & Prior	\$419,932
Totals	\$5,512,765

Mailings

Our law firm conducts an extensive mailing program to ensure delinquent taxpayers are aware that they owe taxes to the client. From January 2016 through December 2017, we mailed more than 101,000 delinquent tax collection letters to all property owners with delinquent taxes owed to the CLIENT. Combined, these notices sought the collection of over \$43 million dollars in delinquent taxes, penalties, and interest owed to the client. These notices are written in increasing severity of tone to capture the property owner's attention. Property owners on the client's delinquent tax roll with a current mailing address have heard from us at least once before additional activity is initiated. Owners who need reminders have likely received several notices of delinquency.

Mailing Report			
Calendar Year	Number of Statements	Letters Mailed	Tax, P&I Amount for Mailings
Jan - Dec 2016	53,978	46,660	\$22,459,985
Jan - Dec 2017	47,790	41,851	\$20,648,097
Total All Years	101,468	88,511	\$43,108,082

Payment Plans

We offer taxpayers unable to pay their delinquent taxes in full payment plan options based upon criteria established by the Tax Office. We encourage taxpayers who need assistance to utilize this payment opportunity to resolve their delinquent accounts. Payment plans help taxpayers who may be dealing with financial hardship.

If an account is already involved in litigation when a taxpayer seeks a payment plan, the litigation process will continue until we secure a judgment. However, we will not take any action to enforce the judgment as long as the taxpayer complies with terms of the payment plan.

PAYMENT ARRANGEMENTS	
Total # of Accounts	Tax & P & I Due
1,152	\$688,867.52

Litigation Activity: Suits Filed

When requests for payment and all other negotiations have been exhausted, we initiate litigation. From January 2017 through December 2018, we filed 978 lawsuits against 1,322 parcels of property seeking the collection of more than \$1.6 million dollars in delinquent taxes, penalties, and interest owed to the client. At the same time, we continued litigation activity on another 1,501 cases that were already pending prior to this period. As of February 2018, we had 1,168 lawsuits pending for more than \$1.9 million dollars owed in delinquent taxes, penalties, and interest for the client. We will continue working through our litigation caseload to collect the client delinquent taxes.

Lawsuits Filed			
Calendar Year	# of Lawsuits	# of Parcels	Petition Amount
Jan - Dec 2017	468	617	\$648,262
Jan - Dec 2018	510	705	\$1,000,137
Total	978	1,322	\$1,648,399

Suits Paid - Dismissed

Once we file a suit, the property owner frequently pays the taxes and the case is dismissed. In the past year, we have dismissed over 625 lawsuits against 814 parcels of property within the client's jurisdiction after \$857,424 in delinquent taxes, penalties, and interest were paid in full.

Lawsuits Paid/Dismissed			
Calendar Year	# of Lawsuits	# of Parcels	Tax, P & I Paid
Jan - Dec 2017	357	460	\$478,921
Jan - Dec 2018	268	354	\$378,503
Total	625	814	\$857,424

Judgments

Throughout the litigation process, property owners have the opportunity to pay their taxes and court costs to avoid a judgment against their property. When a property owner fails to pay, we take judgments providing for foreclosure of the client's tax liens. This past reporting period, we pursued judgments in 372 cases against 470 tracts involving a total of \$386,741 in delinquent taxes, penalties, and interest owed to the client.

Judgments Taken			
Calendar Year	# of Lawsuits	# of Parcels	Petition Amount
Jan - Dec 2017	243	304	\$257,412
Jan - Dec 2018	129	166	\$129,329
Total	372	470	\$386,741

Tax Sales

When we have exhausted all other efforts to collect the judgments, we have monthly delinquent property sales at public auction on the courthouse steps. From January 2017 through December 2018, we have offered **299 properties** for sale at public auction. We promote struck-off properties for resale to any interested purchaser and routinely present resale offers to the taxing entities throughout the year for consideration and approval.

Tax Sales January 2017 - December 2018		
Activity	# of Properties	Amount Collected
Payment Plans	81	\$214,480
Paid in Full	52	\$1,134,543
Struck Off	80	0
Pulled before Sale	61	\$4,060
Sold	24	\$465,156
TOTALS	299	\$1,818,239

Tax Warrants

A tax warrant (or seizure) is a last resort, but we use it when there is no other way to collect the delinquent taxes due on business personal property – especially if the property is being moved out of the local area. We are sensitive to the harshness of this remedy and recommend tax seizures of business personal property only when we believe they are appropriate. We will execute such seizures when so directed by the Tax Assessor- Collector. In the past two years we have executed 34 tax warrants, seeking more than \$946,328 owed to the client in delinquent business personal property accounts.

Bankruptcy

During our collection process, we sometimes receive notice that a property owner has filed for protection in the federal bankruptcy court. We independently research bankruptcy filings on a regular basis. When we identify bankruptcy filings, we are required by federal law to halt all normal collection procedures immediately and to pursue collection only through the bankruptcy court. The exact procedures depend on the type of bankruptcy filing, the type of property, and the willingness of the owner or trustee to pay the taxes. Several properties within the client's jurisdiction are presently under bankruptcy protection. We are actively working with the bankruptcy court to secure payment of tax amounts for the client on these properties through the filing of claims, motions to lift stay, and outright dismissals where appropriate. From 2017 through December 2018, the firm had over \$11 million dollars in bankruptcy claim amounts.

Bankruptcy Actions			
Jan 2017 - Dec 2018	Cases	Accounts	Total Claim Amounts
Open	272	355	\$5,214,518
Closed	285	453	\$6,472,532
Total	557	808	\$11,687,050

Conclusion

In total, we have collected more than \$10 million dollars in delinquent taxes, penalties, and interest from Oct. 2015 through Sept. 2017. Our litigation and tax sales programs continue to enhance our collections, while our bankruptcy program ensures no taxpayer avoids his/her obligation through bankruptcy loopholes.

We are proud of our collection efforts and pledge to continue providing the best possible service to the client. As always, we thank you for the opportunity to serve you, and we are always available to respond to any inquiries you may have.

Providing Professional Collection Services Since 1976

For more information about our
law firm, visit our website at

www.lgbs.com or call Partner at

000.000.0000



TEXAS **LEGISLATIVE REPORT**

May 16, 2025



A MESSAGE FROM LINEBARGER

The 89th Texas Legislature convenes in Austin, Texas for the 2025 legislative session beginning January 14, 2025, and running through June 2, 2025. Throughout the legislative session, Linebarger will update this Texas Legislative Report on a weekly basis to keep clients informed on the status of proposed legislation that affects specific portions of the Texas Tax Code and related statutes in areas of concern to the firm, our clients, and the public.

Our governmental affairs team consistently monitors legislative and regulatory activity, and we provide this service without charge, consistent with our full-service approach. We hope you will use this report to stay informed on the latest legislative activity.

Please don't hesitate to reach out with any questions you may have.

CONTACTS:



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KATY ESTRADA

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Clint.Magee@lgbs.com
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LAURIE MANN

Truth in Taxation Specialist

Laurie.Mann@lgbs.com
512-634-3831



HOUSE BILLS

HB 148 – Turner

New §5.044, Tax Code, titled “Training of Appraisal District Board of Directors Members”, provides for the training and education of members of the board of directors of an appraisal district. New §6.0302, Tax Code, titled “Acknowledgement of Director’s Duties”, provides that an individual may not be appointed to an appointive position on the board of directors

Tax Code

SENATE BILLS

SB 2168 – Paxton

Amends §23.51, Tax Code, adds to the definition of “qualified open-space land” the following: “a chief appraiser shall distinguish between the degree of intensity required for various agricultural production methods, including organic, sustainable, pastured poultry, rotational grazing, and other uncommon production methods or systems”. Adds to the definition of “agriculture use” producing fruits and vegetables. New §23.5215, Tax Code, titled “Guidelines for Uncommon Agricultural Uses”, instructs the comptroller, in consultation with the Texas A&M AgriLife Extension Service and other select individuals to develop guidelines for

Tax Code

Delinquent Court Fines Reports

Collection Reports

Collection Report Samples

SAMPLE ENTITY

Fees and Fines Collection Activity Report

DATE: XX/XX/XXXX



LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

Attorney Work Product © 2025

COLLECTIONS AND ACTIVITY SUMMARY REPORT

Collection Disposition Summary - Current Month	
Citations Assigned	242
Amount Assigned	\$114,264
Citations Collected	1,870
Amount Collected	\$471,412
Citations Cancelled	1,186
Amount Cancelled	\$617,153
Citations Resolved	3,056
Amount Resolved	\$1,088,566

Collection Disposition Summary - Contract to Date	
Citations Assigned	595,821
Amount Assigned	\$301,208,144
Citations Adjusted	226,256
Amount Adjusted	(\$36,190,780)
Citations Collected	169,212
Amount Collected	\$68,221,769
Citations Cancelled	267,886
Amount Cancelled	\$120,178,603
Citations Resolved	437,098
Amount Resolved	\$188,400,372
Dollar Resolution Rate	74.6%

COLLECTION ACTIVITY REPORT

Collection Activity - Current Month		
Letters	2,501	
Address/Phone Updated	2,565	
Phone Activity	Inbound	206
	Outbound	26,249

Collection Activity - Contract to Date		
Letters	1,525,074	
Address/Phone Updated	479,429	
Phone Activity	Inbound	79,653
	Outbound	3,499,447

STATUS OF OPEN ACCOUNTS REPORT

Status	Count	Amount
ACT - Active Account	110,186	\$57,003,238
ATT - Attorney Contact Only	16,714	\$9,218,761
BKR - Bankruptcy	58	\$28,869
BSW - Bankruptcy Stop Work	4	\$1,635
CAD - Cease and Desist Demand	3	\$1,082
COV -	6	\$3,977
DCN - Debtor Contact No Results	40	\$20,850
DEC - Deceased No Estate or Beyond Claim	92	\$44,851
DIS - Disputed	59	\$35,478
INC - Incarcerated	339	\$176,748
MAL - Mail Only	2	\$568
PRM - Promise Payment	52	\$22,468
PTC - Paid to Client	2	\$865
REF - Refuse to Pay	75	\$34,436
SKP - Skip Tracing for Phone	3,323	\$1,268,491
SWC - Stop Work Per Client	19,193	\$8,313,302
Total	150,148	\$76,175,619

MONTHLY COLLECTION ACTIVITY REPORT

Monthly Collection Activity Last 24 Months

Year	Month	Letters Mailed	Address/ Phone Updated	Phone Activity		Dollars Collected
				Inbound	Outbound	
20XX	June	2,501	2,565	206	26,249	\$471,412
	May	3,800	1,742	139	25,537	\$347,649
	April	4,775	1,791	186	28,158	\$284,562
	March	6,833	2,303	265	14,299	\$957,827
	February	40,241	2,970	326	15,509	\$464,605
	January	11,314	5,876	416	25,828	\$292,770
20XX	December	4,768	5,326	241	21,773	\$327,706
	November	3,511	2,351	222	18,830	\$325,639
	October	42,429	4,095	610	25,393	\$478,488
	September	7,682	1,794	245	19,247	\$347,820
	August	8,303	6,503	465	29,337	\$324,037
	July	8,326	2,324	193	36,833	\$463,023
	June	4,607	2,052	248	30,684	\$389,890
	May	7,841	2,076	316	30,649	\$429,325
	April	8,259	4,690	385	24,571	\$617,950
	March	9,216	4,232	467	28,365	\$997,431
	February	29,884	1,456	975	43,813	\$467,620
	January	11,368	7,126	334	42,546	\$345,152
20XX	December	5,383	2,470	232	33,705	\$278,715
	November	7,606	5,302	600	41,444	\$270,940
	October	47,666	4,520	307	54,056	\$375,171
	September	9,420	3,402	420	31,147	\$385,392
	August	45,836	6,304	797	47,240	\$323,748
	July	7,545	3,299	237	49,291	\$991,076
	June	0	3,511	172	49,249	\$510,530
Total*		339,114	90,080	9,004	793,753	\$11,468,479

*Total Amounts noted represent the last 24 months and not contract to date.

PORTFOLIO ANALYSIS OUTSTANDING PLACEMENTS REPORT

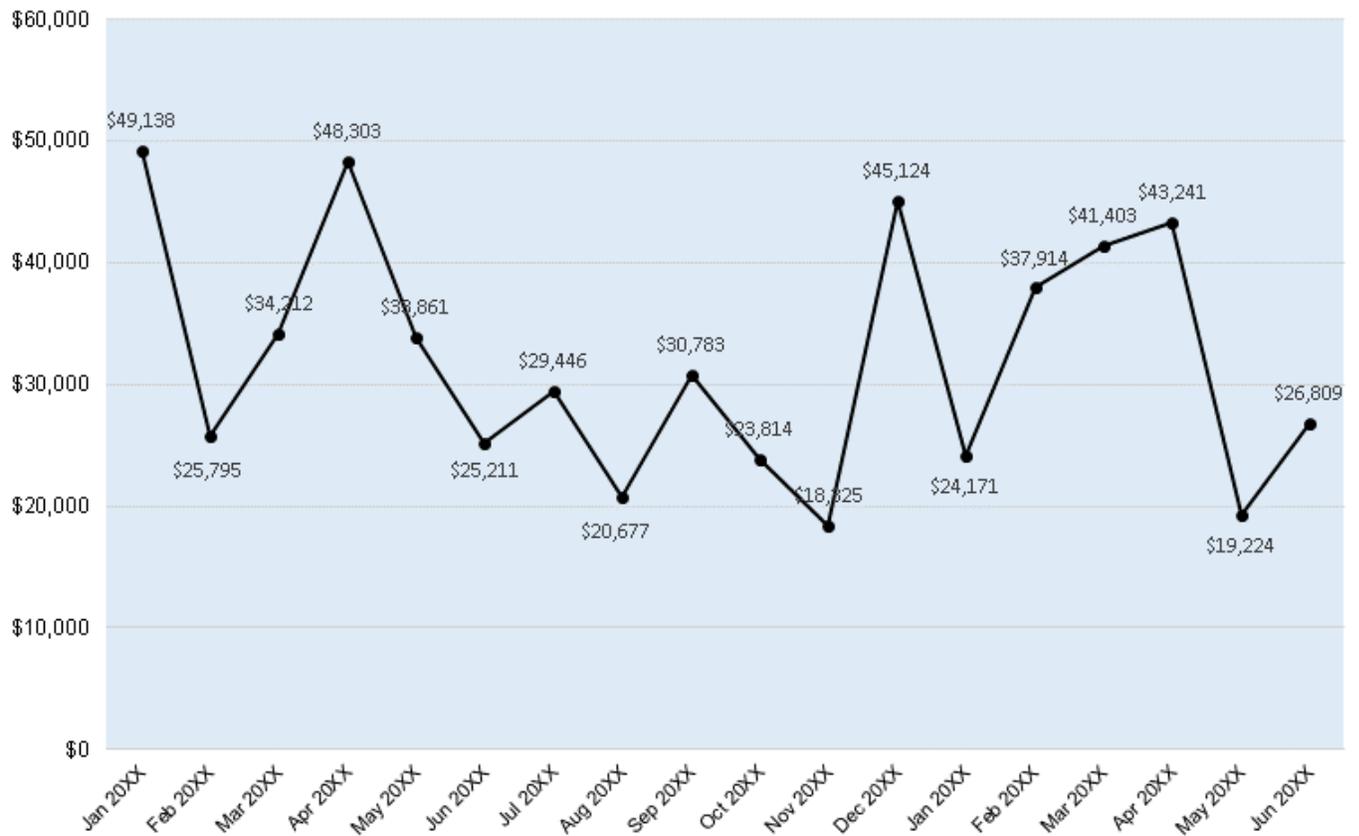
Portfolio Analysis Outstanding Placements

	Accounts	Dollars	Acct. Pct.	Dollar Pct.	Average Balance
ALL ACCOUNTS	8,285	\$3,487,835.10	100.00%	100.00%	\$420.98
ADDRESSES					
No Mailing Address	26	\$10,307.70	0.31%	0.30%	\$396.45
Returned Mail	1,729	\$692,388.19	20.87%	19.85%	\$400.46
Good Address	6,530	\$2,785,139.21	78.82%	79.85%	\$426.51
OFFENSE AGE					
One Year or Less	737	\$319,035.25	8.90%	9.15%	\$432.88
1-2 Years	1,567	\$694,488.85	18.91%	19.91%	\$443.20
2-3 Years	1,184	\$538,150.43	14.29%	15.43%	\$454.52
+3 Years	4,797	\$1,936,160.57	57.90%	55.51%	\$403.62
PLACEMENT AGE					
One Year or Less	1,675	\$739,177.34	20.22%	21.19%	\$441.30
1-2 Years	1,347	\$604,580.79	16.26%	17.33%	\$448.84
2-3 Years	859	\$386,924.12	10.37%	11.09%	\$450.44
+3 Years	4,404	\$1,757,152.85	53.16%	50.38%	\$398.99

PLACEMENT ACTIVITY SUMMARY REPORT

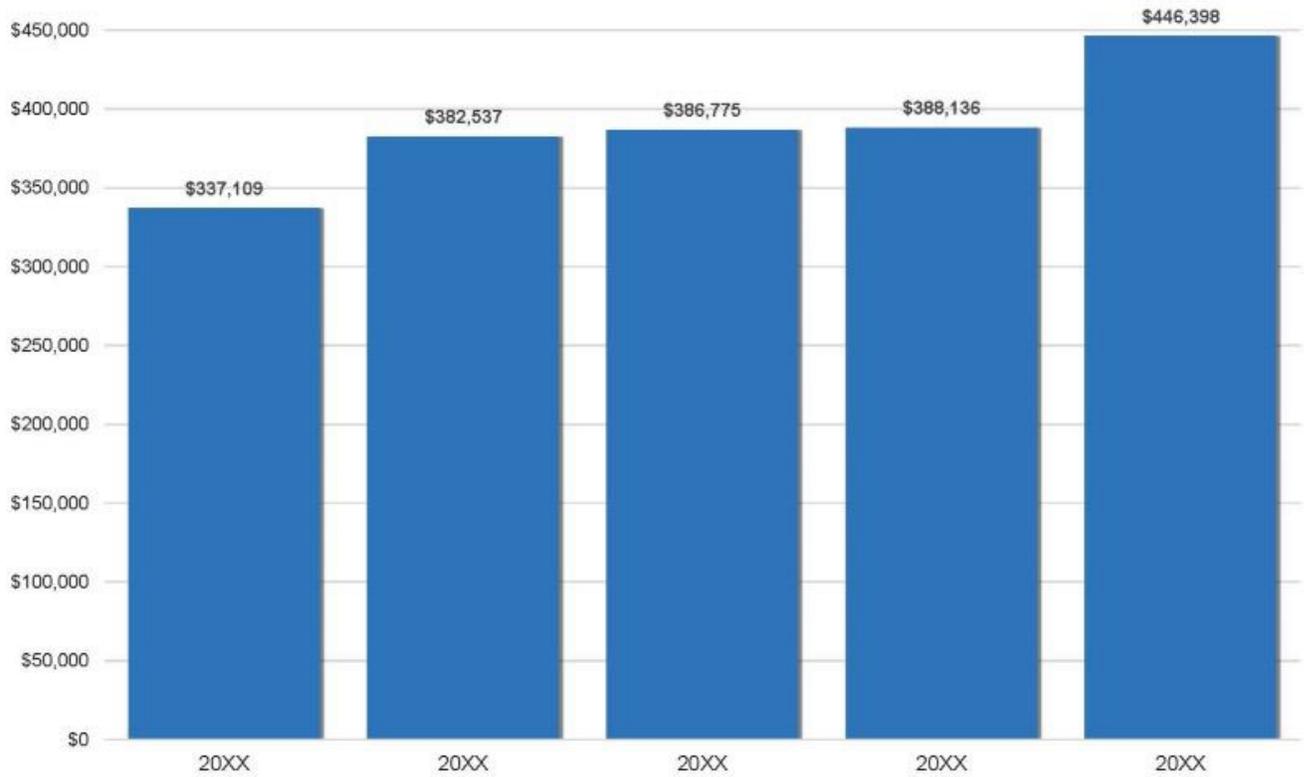
Placement Activity Summary Contract to Date								
Year	Month	Count #	Orig Placement \$	Cancelled \$	Adjustment \$	Net Placement \$	Collected \$	Collected %
20XX Summary	June	115	\$55,578	\$0	\$0	\$55,578	\$0	0.00%
	May	224	\$98,767	\$0	\$0	\$98,767	\$994	1.01%
	April	141	\$58,188	\$1,253	\$0	\$56,935	\$1,411	2.48%
	March	162	\$74,015	\$839	\$50	\$73,226	\$4,203	5.74%
	February	156	\$70,143	\$800	(\$694)	\$68,650	\$5,296	7.71%
	January	160	\$69,277	\$4,733	(\$124)	\$64,420	\$4,657	7.23%
	958	\$425,968	\$7,625	(\$768)	\$417,575	\$16,561	3.97%	
20XX Summary	December	200	\$87,943	\$3,466	(\$1,017)	\$83,461	\$9,923	11.89%
	November	199	\$88,034	\$6,393	(\$669)	\$80,972	\$6,167	7.62%
	October	213	\$94,010	\$3,345	\$764	\$91,429	\$10,917	11.94%
	September	167	\$73,653	\$8,117	(\$588)	\$64,948	\$10,478	16.13%
	August	146	\$64,578	\$3,294	\$347	\$61,631	\$6,792	11.02%
	July	158	\$71,741	\$4,511	(\$331)	\$66,898	\$9,232	13.80%
	June	0	\$0	\$0	\$0	\$0	\$0	0.00%
	May	219	\$101,595	\$8,267	\$2,082	\$95,409	\$13,737	14.40%
	April	139	\$61,010	\$8,134	\$255	\$53,132	\$11,856	22.31%
	March	229	\$100,256	\$7,536	\$1,422	\$94,142	\$25,846	27.45%
	February	190	\$85,127	\$10,788	\$811	\$75,150	\$23,405	31.14%
	January	368	\$166,797	\$15,146	\$4,119	\$155,770	\$42,348	27.19%
2,228	\$994,744	\$78,997	\$7,195	\$922,942	\$170,702	18.50%		
20XX Summary	December	0	\$0	\$0	\$0	\$0	\$0	0.00%
	November	223	\$103,307	\$15,717	\$3,708	\$91,297	\$26,946	29.52%
	October	126	\$54,706	\$7,665	\$791	\$47,831	\$11,562	24.17%
	September	183	\$83,153	\$12,724	\$2,334	\$72,763	\$19,123	26.28%
	August	128	\$56,509	\$9,596	\$1,276	\$48,188	\$11,944	24.79%
	July	108	\$49,143	\$5,821	\$2,600	\$45,922	\$16,155	35.18%
	June	64	\$29,738	\$6,888	\$948	\$23,798	\$9,376	39.40%
1,678	\$761,457	\$139,728	\$23,144	\$644,873	\$215,289	33.38%		
20XX Summary		1,670	\$731,296	\$115,102	\$10,944	\$627,139	\$307,729	49.07%
20XX Summary		1,808	\$777,266	\$167,551	\$11,748	\$621,463	\$333,909	53.73%
20XX Summary		1,881	\$754,391	\$189,043	\$3,832	\$569,180	\$394,957	69.39%
Prior Years		13,136	\$5,068,310	\$282,930	(\$1,386,740)	\$3,398,641	\$2,274,830	66.93%

MONTHLY COLLECTIONS - 18 MONTH REPORT



ANNUAL COLLECTIONS REPORT

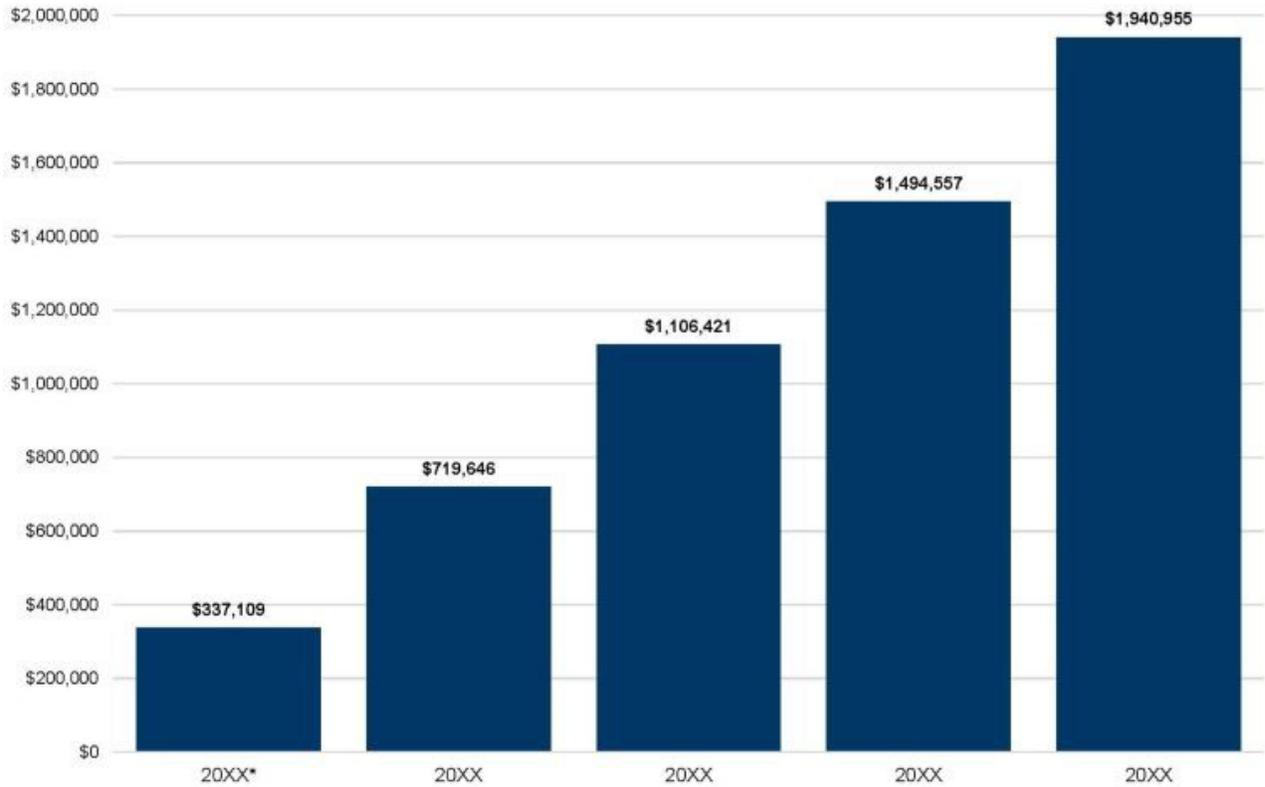
Delinquent Court Fees & Fines Annual Collections
Last 5 Years



***Current Year as of Reporting Month
***First Placement: Month 20XX

CUMULATIVE COLLECTIONS REPORT

Delinquent Fees & Fines Cumulative Collections



*Includes Prior Years

**Current Year as of Reporting Month
**First Placement: Month 20XX

ACTIVITY REPORTS - ACKNOWLEDGEMENT

Activity Reports

Acknowledgement Report

acknowledgment sample xx

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

DATE: 11-28-xx

CLIENT NO. Sample 01

Sample Client
Sample Address
Sample Address

We are pleased to acknowledge the accounts listed below which have been assigned to this office for collection.

NAME	ACCOUNT NUMBER	ASSIGN DATE	AMOUNT
LASTNAME, FIRSTNAME	965333333333	11-25-xx	25.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	1410.80
LASTNAME, FIRSTNAME	965333333333	11-25-xx	3691.55
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	150.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	75.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	56.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	167.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	100.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	150.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	150.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	75.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	33.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	36049.52

[CONTINUED NEXT PAGE]

PAGE NO. 1

NAME	ACCOUNT NUMBER	ASSIGN DATE	AMOUNT
LASTNAME, FIRSTNAME	965333333333	11-25-xx	24277.76
LASTNAME, FIRSTNAME	965333333333	11-25-xx	75.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	16070.96
LASTNAME, FIRSTNAME	965333333333	11-25-xx	849.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	150.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	75.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	7109.75
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	55.50
LASTNAME, FIRSTNAME	965333333333	11-25-xx	163.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	4373.31
LASTNAME, FIRSTNAME	965333333333	11-25-xx	150.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	50.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	41.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	75.00
LASTNAME, FIRSTNAME	965333333333	11-25-xx	429.50

TOTAL NUMBER OF ACCOUNTS ASSIGNED: 38
TOTAL DOLLAR AMOUNT ASSIGNED: \$96,577.65

PAGE NO. 2

Sincerely,

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

ACTIVITY REPORTS - RECALL/CANCEL

Recall/Cancel Report

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

DATE: 11-15-XX

CLIENT NO. CO543330

Sample Client
 Sample Address
 Sample Address

The following debtors assigned by you to this agency have been removed from active collection processes. Please notify us immediately if the action was taken in error. Thank you for the opportunity to be of service to you.

ACCOUNT NAME	ASSIGNED	PRINCIPAL	CAN. AMT.	ACCOUNT NUMBER
LASTNAME, FIRSTNAME RECALLED BY CLIENT	04 NOV XX	1109.00	1109.00	E07-00000-00000
LASTNAME, FIRSTNAME RECALLED BY CLIENT	04 NOV XX	52.00	52.00	E06-00000-00000
LASTNAME, FIRSTNAME RECALLED BY CLIENT	04 NOV XX	124.00	124.00	E07-00000-00000
LASTNAME, FIRSTNAME RECALLED BY CLIENT	04 NOV XX	966.75	966.75	E06-00000-00000
LASTNAME, FIRSTNAME RECALLED BY CLIENT	04 NOV XX	159.50	159.50	E06-00000-00000
LASTNAME, FIRSTNAME RECALLED BY CLIENT	04 NOV XX	911.00	911.00	E06-00000-00000
LASTNAME, FIRSTNAME RECALLED BY CLIENT	04 NOV XX	898.00	898.00	H06-00000-00000
SHINEY, PENNY O RECALLED BY CLIENT	04 NOV XX	91.00	91.00	E06-00000-00000
LASTNAME, FIRSTNAME RECALLED BY CLIENT	04 NOV XX	787.00	787.00	E07-00000-00000
TOTAL NUMBER OF ACCOUNTS:				9
TOTAL DOLLAR AMOUNT CANCELLED:		\$5,098.25		

Sincerely,

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

FINANCIAL REPORTS - REMITTANCE

Financial Reports

Remittance Report

remit report sample xx

Sample Client PAYMENT REPORT 09:52:02am 15 Nov 20xx

CLIENT#.....	TC	DNUM	C.D.#	CASE#.....	PMT DATE	Tot Pmt	Fine Pd	Law Comm
SSCLIENT1		8000000	000MMMMMM	XXXXXXXXXX421CIXXMA1	11-13-xx	131.60	94.00	37.60
SSCLIENT1		8000000	000MMMMMM	XXXXXXXXXX422CIXXMA1	11-13-xx	222.60	159.00	63.60
SSCLIENT1		8000000	000MMMMMM	XXXXXXXXXX3423CIXXMA1	11-13-xx	84.00	60.00	24.00
SSCLIENT1		8000001	000MMMMMM	XXXXXXXXXX6810CIXXMA1	11-13-xx	129.50	92.50	37.00
SSCLIENT1		8000000	000MMMMMM	XXXXXXXXXX873CIXXMA1	11-13-xx	79.80	57.00	22.80
SSCLIENT1		8000000	000MMMMMM	XXXXXXXXXX6591CIXXMA1	11-13-xx	201.60	144.00	57.60
SSCLIENT1		8000000	MMMMMMMM	XXXXXXXXXX41546CIXXMA1	11-13-xx	57.40	41.00	16.40
SSCLIENT1		8000000	MMMMMMMM	XXXXXXXXXX244CIXXMA1	11-13-xx	187.60	134.00	53.60
SSCLIENT1		8000000	MMMMMMMM	XXXXXXXXXX243CIXXMA1	11-13-xx	257.60	184.00	73.60
SSCLIENT1		8000000	MMMMMMMM	XXXXXXXXXX969CIXXMA1	11-13-xx	170.80	122.00	48.80
SSCLIENT1		8000000	MMMMMMMM	XXXXXXXXXX177CIXXMA1	11-13-xx	57.40	41.00	16.40
		***				1579.90	1128.50	451.40
Totals for SSCLIENT1						1579.90	1128.50	451.40
SSCLIENT1		3000000		XXXXXXXXXX644AXXXMA1	11-13-xx	45.00	32.14	12.86
		***				45.00	32.14	12.86
Totals for SSCLIENT1						45.00	32.14	12.86
						1624.90	1160.64	464.26

12 records listed.

FINANCIAL REPORTS - INVOICE

Invoice

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

ATTORNEYS AT LAW

[Firm Office Address]

[Firm Office Address]

(XXX) XXX-XXXX

FAX (XXX) XXX-XXXX

INVOICE

Fees and Fines for Sample Client

Sample Client
Sample Address
Sample Address

Fees for collecting during (Month) 20XX due to Linebarger Goggan Blair & Sampson, LLP for the collection of fees and fines for Sample Client.

Sample Client for (Month) 20XX collections \$XX,XXX.XX

Sample Client for (Month) 20XX collections \$XX,XXX.XX

Please make your check payable to *Linebarger Goggan Blair & Sampson, LLP* and mail to:

Linebarger Goggan Blair & Sampson, LLP

PO Box 17428

Austin, TX 78760-7428

Attention: Accounts Receivable

Please include a copy of this invoice with your payment.

Exhibit C. Sample Letters

We submit the following notices as examples of the communications currently used in our notification program. As the City's existing vendor, we will continue to work closely with League City to ensure our communications reflect the values of League City while effectively conveying the importance of resolving delinquent accounts.

Delinquent Property Tax Letters

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

ATTORNEYS AT LAW
518 - 9TH AVENUE NORTH (77590)
P.O. Drawer 2789 (77592-2789)
TEXAS CITY, TX

[REDACTED]

		TOTAL AMOUNT DUE
[REDACTED]	3,800	If paid in [REDACTED]
		If paid in [REDACTED]

ACCOUNT NUMBER: [REDACTED]
 YEARS DUE: [REDACTED]
 PROPERTY ADDRESS: [REDACTED]
 PROPERTY DESCRIPTION: [REDACTED] and 1 other property (see attached DELINQUENT ACCOUNT DETAIL)

Notice of Delinquent Property Taxes and Notice of Proposed Legal Action

The law firm of **Linebarger Goggan Blair & Sampson, LLP** represents [REDACTED] in the collection of delinquent property taxes. According to records supplied by our client, delinquent taxes have accrued on the property described herein. *Please be advised that payments made or posted after August 2 may not be reflected in the balance shown due.* Please note that if your property is located within the boundaries of Dickinson ISD or City of Friendswood, the amounts shown due do not include amounts, if any, due to Dickinson ISD or City of Friendswood.

If your records indicate the taxes have been paid, please contact our office. You may disregard this letter if any of the following apply: 1) the taxes have recently been paid in full; or 2) you have an installment agreement and you are current with your payments; or 3) the property is your residence homestead and you have filed an Over 65 or Disability Deferral with the appraisal district (please see the note(**) below); or 4) you are currently a debtor in a pending bankruptcy. If you are in bankruptcy, please have your bankruptcy attorney contact our office and advise us of the case number of your bankruptcy.

If these taxes have not been paid, please pay the taxes in full or contact our office on or before August 31, 2011. Please return the portion below with your payment. Make your check or money order payable to [REDACTED] and forward all payments to our office at the mailing address shown above. Payment may also be made at any of the [REDACTED] Tax Office locations throughout the county or online at [REDACTED]

*Please be advised, if the taxes remain unpaid or we receive no response to this letter by **August 31**, we will refer the account for legal action, which may include the filing of a foreclosure lawsuit.* The filing of a lawsuit will cause additional costs to accrue against the property and the owner(s). If prior notices have been sent on these taxes, legal action may have already been taken. Please contact our office immediately to ascertain the status of the account.

IF YOU ARE 65 YEARS OF AGE OR OLDER OR ARE DISABLED, AND YOU OCCUPY THE PROPERTY DESCRIBED IN THIS DOCUMENT AS YOUR RESIDENCE HOMESTEAD, YOU SHOULD CONTACT THE APPRAISAL DISTRICT REGARDING ANY ENTITLEMENT YOU MAY HAVE TO A POSTPONEMENT IN THE PAYMENT OF THESE TAXES. (Language required by Texas Property Tax Code §33.045) [REDACTED]

FOR MORE EFFICIENT PROCESSING, PLEASE DETACH & RETURN THIS PORTION WITH YOUR PAYMENT.

Make checks or money orders payable to [REDACTED] Credit card checks not accepted.
 A **\$25** fee will be charged for all returned checks.

Please mail payments to:
Linebarger Goggan Blair & Sampson
P.O. Drawer 2789
Texas City, TX 77592-2789



[REDACTED]

ACCOUNT #: [REDACTED]

AMOUNT OF PAYMENT \$ _____



Multiple years owed

ACCOUNT NUMBER: [REDACTED]
YEARS DUE: [REDACTED]
PROPERTY DESCRIPTION: [REDACTED]



TOTAL AMOUNT DUE
If paid in JAN, 2014 : \$2,390.64
If paid in FEB, 2014 : \$2,398.82

AMOUNT ENCLOSED:\$ _____

TO ENSURE PROPER CREDIT - PLEASE RETURN THIS PORTION WITH YOUR PAYMENT

IS THIS AN OVERSIGHT?

Perhaps you thought your [REDACTED] property taxes were already paid. A review of accounts with outstanding balances has revealed your account to be delinquent.

PLEASE DON'T CAUSE ANOTHER LETTER TO BE SENT, OR WORSE YET, A LAWSUIT TO BE FILED.

Make payment of the outstanding balance immediately. In order to pay your account in full, your payment must be postmarked no later than **January 31, 2014**. The unpaid balance will have additional penalty and interest.

If you feel our records are in error, please contact this office immediately. Selling the property, if you owned it on **January 1** of the year of the delinquency, does **not** remove the liability. If you purchased the property **after** the delinquency was incurred, the property remains burdened by the tax lien until the taxes are paid in full.

Make your check payable to [REDACTED] and mail to:



IMMEDIATE REPLY REQUIRED

THIS AMOUNT DUE DOES NOT INCLUDE ANY AMOUNTS THAT MAY BE DUE TO LEON COUNTY

DELINQUENT TAXES THAT MAY REMAIN DUE AFTER PAYMENT OF THE AMOUNT IN THIS LETTER ARE STILL THE RESPONSIBILITY OF THE PROPERTY OWNER.

Please disregard this notice if: (1) you have paid these taxes since **December 6, 2013**, (2) you are timely paying these taxes under an installment agreement with the tax collector, or (3) you are now a debtor in a pending bankruptcy. If you are in bankruptcy, please furnish to us in writing the number of your bankruptcy case and the identification of the court in which it is pending so as to enable us to code your account and avoid further mailings to you.

IF YOU ARE 65 YEARS OF AGE OR OLDER OR ARE DISABLED, AND YOU OCCUPY THE PROPERTY DESCRIBED IN THIS DOCUMENT AS YOUR RESIDENCE HOMESTEAD, YOU SHOULD CONTACT THE APPRAISAL DISTRICT REGARDING ANY ENTITLEMENT YOU MAY HAVE TO A POSTPONEMENT IN THE PAYMENT OF THESE TAXES.

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP
ATTORNEYS AT LAW
1-800-414-3961



Delinquent Court Fines Letters

Linebarger Goggan Blair & Sampson, LLP

ATTORNEYS AT LAW
900 Arion Parkway, Suite 104
San Antonio, Texas 78216
Toll Free: 1(888) 703-6498

MONTH/DAY/YEAR

JOHN DOE
123 HOME STREET
CITY, STATE ZIP

87654321

Driver License #: STATE & NUMBER
Citation #: ALPHA/NUMERIC
999 Citation(s) Totaling \$1,000.00

WARRANT NOTIFICATION

Dear JOHN DOE:

Our law firm has been hired to represent the CITY OF LEAGUE CITY in the collection and disposition of the above-listed matter. Court records indicate there is an outstanding case(s) pending against you.

THIS LETTER IS TO INFORM YOU THAT A WARRANT FOR YOUR ARREST HAS BEEN ISSUED BY THE COURT.

Please be further advised of the following consequences if you ignore this matter:

- Any peace officer may serve this warrant at any time at your home, work, or on the road.
- The warrant remains active until the Court receives the appropriate reply and/or payment.
- You could be subject to non-renewal of your TEXAS DRIVER LICENSE.
- If you are a non-resident driver, your license could be suspended.

To avoid possible arrest and other adverse consequences, complete the detachable reply form below and return it with your payment of \$1,000.00 immediately. To pay by credit card, log on to www.leaguecity.com/court.

Unless a final judgment of conviction has been entered in your case, you have the right to enter a plea or go to trial on any offense charged. To exercise such right, please contact the LEAGUE CITY MUNICIPAL COURT.

We urge you to contact the Court if you are unable to pay the amount owed without undue hardship to yourself or your dependents. You may request a hearing before a Judge to consider your ability to pay and request any non-monetary compliance options available to you. You should be prepared to explain and document your financial situation to the Court.

If you have made payment or entered a plea within the last 10 days, please disregard this notice. Also be advised that juveniles who are sixteen years of age and under must appear in court in person and be accompanied by a parent or guardian. If you are now in bankruptcy proceedings or had a bankruptcy case in the past, please immediately notify us, in writing, of the name of your bankruptcy court and your bankruptcy case number. Our address is at the top of this letter. Be aware that criminal fees/fines, including misdemeanors, are not discharged in a bankruptcy proceeding and remain subject to enforcement.

Our toll-free telephone number is 1(888) 703-6498. Our office hours are Monday through Thursday, 7:00 a.m. to 9:00 p.m., Friday, 7:00 a.m. to 5:00 p.m., and Saturday, 8:00 a.m. to noon. It is very important that you give this matter your immediate attention.

Payment must be in the form of a cashier's check, money order, Discover, VISA or MasterCard. No personal checks accepted.

Sincerely,

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

PLEASE COMPLETE AND DETACH THE REPLY FORM BELOW AND RETURN IN THE ENVELOPE PROVIDED

Linebarger Goggan Blair & Sampson, LLP
PO Box 659443
San Antonio TX 78265
2D BAR CODE

Driver License #: STATE AND NUMBER
Citation #: ALPHA / NUMERIC
999 Citation(s) Totaling \$1,000.00
Amount Due: \$1,000.00 as of MONTH/DAY/YEAR

Amount Enclosed: _____

Payment should be in the form of a cashier's check or money order made payable to: LEAGUE CITY MUNICIPAL COURT.

Partial payments will not be accepted.

Personal checks will not be accepted.

To pay by credit card, log on to www.leaguecity.com/court.

USPS CODE
USPS CHECK DIGIT
JOHN DOE
123 HOME STREET
CITY, STATE ZIP

LEAGUE CITY MUNICIPAL COURT
200 W WALKER
LEAGUE CITY, TX. 77573

Linebarger Goggan Blair & Sampson, LLP

ATTORNEYS AT LAW
900 Arion Parkway, Suite 104
San Antonio, Texas 78216
Toll Free: 1(888) 703-6498

JOHN DOE
123 HOME STREET
CITY, STATE ZIP

MONTH/DAY/YEAR
87654321

Licencia de Conducir #: STATE AND #
Citación #: ALPHA / NUMERIC
999 Citación(es) que suman \$1,000.00

NOTIFICACIÓN DE ORDEN DE ARRESTO

Estimado **JOHN DOE**:

Nuestro bufete de abogados ha sido contratado para representar a **Client Name** en la cobranza y disposición del asunto mencionado anteriormente. En los registros del tribunal consta que hay un(os) caso(s) pendiente(s) contra usted.

ESTA CARTA LE INFORMA DE QUE EL TRIBUNAL SE HA EMITIDO UNA ORDEN DE ARRESTO CONTRA USTED.

Tenga en cuenta las siguientes consecuencias si ignora esta carta:

- Cualquier oficial del orden público puede hacer cumplir esta orden en su casa, en el trabajo o en la carretera.
- La orden permanece en vigor hasta que el Tribunal reciba la respuesta o el pago adecuado.
- Podría negársele la renovación de su LICENCIA DE CONDUCIR DE TEJAS.
- Si usted es un conductor no residente, su licencia podría ser suspendida.

Para evitar un posible arresto y otras consecuencias adversas, rellene el formulario de respuesta desprendible más abajo y envíelo junto con su pago de **\$1,000.00** inmediatamente. Para pagar con tarjeta de crédito, vaya a www.leaquecity.com/court.

A menos que un fallo final condenatorio haya sido registrado en su caso, tiene el derecho a hacer constar una declaración o ir a juicio por cualquier delito del cual se le acusa. Para ejercer dicho derecho, contacte a **CLIENT NAME MUNICIPAL COURT**.

Le instamos a ponerse en contacto con el tribunal en caso de no poder pagar la cantidad adeudada para evitar molestias innecesarias para usted o sus dependientes. Puede solicitar una audiencia frente a un juez para que considere su capacidad de pago y para solicitar las opciones no monetarias que hay disponibles para cumplir con su obligación. Deberá ir preparado/a para explicar y documentar su situación económica al juez.

Ignore esta notificación si ha efectuado su pago o ha hecho alguna alegación en los últimos diez días. También tenga en cuenta que los menores de edad de dieciséis años o menos deben comparecer ante el tribunal en persona y venir acompañados de un padre o guardián. Si usted se encuentra en un proceso por bancarrota o tuvo un caso de bancarrota en el pasado, sírvase enviarnos inmediatamente por escrito el nombre de la corte que vio su caso así como su número de caso de bancarrota. Nuestra dirección se encuentra al comienzo de esta comunicación. Tenga en cuenta que cargos/multas criminales, incluyendo delitos menores, no dan por terminados por un procedimiento de bancarrota y son sujetos de hacer cumplimiento.

Nuestro número de teléfono gratuito es el 1(888) 703-6498. Nuestro horario de oficina es de lunes a jueves de 7:00 a.m. a 9:00 p.m., viernes de 7:00 a.m. a 5:00 p.m., y sábado de 8:00 a.m. hasta el mediodía. Es muy importante que atienda a este asunto de inmediato.

El pago debe hacerse en forma de cheque de caja, giro postal, Discover, VISA o MasterCard. No se aceptan cheques personales.

Atentamente,

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

RELLENE Y SEPRE EL FORMULARIO DE RESPUESTA A CONTINUACIÓN Y ENVÍELO EN EL SOBRE ADJUNTO

Linebarger Goggan Blair & Sampson, LLP
PO Box 659443
San Antonio TX 78265
2D BAR CODE

Licencia de Conducir #: STATE AND #
Citación #: ALPHA / NUMERIC
999 Citación(es) que Suman \$1,000.00
Monto Pagadero: \$1,000.00 al MONTH/DAY/YEAR

Cantidad Adjunta: _____

El pago deberá hacerse en forma de cheque de caja o giro postal pagadero a: **CLIENT NAME**.

No se aceptarán los pagos parciales.

No se aceptarán los cheques personales.

Para pagar con tarjeta de crédito, vaya a www.leaquecity.com/court.

USPS CODE
USPS CHECK DIGIT
JOHN DOE
123 HOME STREET
CITY, STATE ZIP

REMIT NAME
REMIT ADDRESS
CITY STATE ZIP