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| <b>STATE OF NORTH CAROLINA</b><br><br><b>Department of Public Safety</b><br><br><b>Office of Recovery and Resiliency</b><br><br> | <b>REQUEST FOR BEST AND FINAL OFFER (BAFO)</b><br><b>19-RFP-464735590-DAD-DAD</b>   |  |
|   | Offers will be received until: <b>September 22, 2022 at 10:00 am ET</b><br><br><b>Refer ALL Inquiries to:</b> Angie Dunaway<br><a href="mailto:angie.dunaway@ncdps.gov">angie.dunaway@ncdps.gov</a><br>(919) 609-0937 |  |
|   | <b>Description:</b> Staff Augmentation  |  |
| BAFO Issue Date: September 20, 2022   | <b>Agency:</b> NCORR  |  |

**NOTICE TO VENDOR**

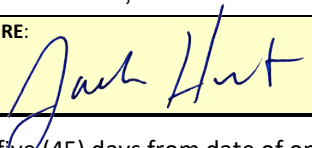
Offers, subject to the conditions made a part hereof, will be received at the email address indicated below, until the date and time specified above, for furnishing and delivering the goods/services as described herein.

Submit response to this Best and Final Offer (BAFO) to [angie.dunaway@ncdps.gov](mailto:angie.dunaway@ncdps.gov). Offers are subject to rejection unless submitted on this form and Attachment A: Pricing (Excel file).

**EXECUTION**

In compliance with this Request for Best and Final Offer (BAFO), and subject to all the terms and conditions herein, those in the original Request for Proposal (unless superseded herein) and in Vendor's offer thereto, the undersigned offers and agrees to furnish and deliver any or all goods/services which are offered, at the prices agreed upon and within the time specified herein. Pursuant to GS §143-54 and §143-59.2 and under penalty of perjury, the undersigned Vendor certifies that this offer has not been arrived at collusively or otherwise in violation of Federal or North Carolina law and this offer is made without prior understanding, agreement, or connection with any firm, corporation, or person submitting an offer for the same services, and is in all respects fair and without collusion or fraud.

**Failure to execute/sign offer prior to submittal shall render offer invalid. Late offers are not acceptable.**

|   |  |  |   |
|---|--|--|---|
| <b>VENDOR:</b><br>Hunt, Guillot and Associates LLC (HGA)  |  | <b>EMAIL:</b><br>jhunt@hga-llc.com         |   |
| <b>STREET ADDRESS:</b><br>603 Reynolds Dr.  |  | <b>P.O. BOX:</b><br>580                    | <b>ZIP:</b><br>71270                        |
| <b>CITY &amp; STATE &amp; ZIP:</b><br>Ruston, LA 71270  |  | <b>TELEPHONE NUMBER:</b><br>(318) 255-6825 | <b>TOLL FREE TEL. NO:</b><br>(866) 255-6825 |
| <b>TYPE OR PRINT NAME &amp; TITLE OF PERSON SIGNING:</b><br>Jack Hunt, Vice President/Principal                     |  | <b>FAX NUMBER:</b><br>(225) 529-3778       |   |
| <b>AUTHORIZED SIGNATURE:</b><br> |  | <b>DATE:</b><br>9/21/22                    |   |

Offer valid for forty-five (45) days from date of opening unless otherwise stated here: \_\_\_\_\_ days.

**ACCEPTANCE OF BEST AND FINAL OFFER**

If the State accepts any or all parts of this offer, an authorized representative of the Department of Public Safety shall affix her/his signature to the Vendor's response to this Request for BAFO. The acceptance shall include the response to this BAFO, any provisions and requirements of the original RFP that have not been superseded by this BAFO, and the provisions of Vendor's response to the original RFP that have not been superseded by this BAFO. These documents shall then constitute the written agreement between the parties. In the event of conflict, the State's terms and conditions shall control. A copy of this acceptance will be forwarded to the successful Vendor(s).

**FOR STATE USE ONLY:** Offer accepted and Contract awarded this 29th day of September 2022, as indicated on the attached certification, by Angie Dunaway (Authorized Representative of the Department of Public Safety)

## **REQUEST FOR BEST AND FINAL OFFER (BAFO):**

This request is to acquire a best and final offer. Vendor's offer shall integrate the previous response to the Request for Proposal (RFP) and any changes listed below. Any individual Vendor may receive a different number of requests for BAFOs than other Vendors.

The State encourages the Vendor to supply more competitive prices. Vendor should submit its most competitive prices in response to this Request for BAFO.

Please complete **ATTACHMENT A: PRICING**, Excel file attached to this email, and return to [angie.dunaway@ncdps.gov](mailto:angie.dunaway@ncdps.gov) as soon as possible but not later than the date and time indicated on page 1.

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**Please Note:** This RFP is still in the evaluation period. During this period and prior to award, possession of the BAFO, original RFP response and accompanying information is limited to personnel of the Division of Public Safety, and to individuals responsible for participating in the evaluation. Vendors that attempt to gain this privileged information, or to influence the evaluation process (i.e. assist in evaluation) will be in violation of purchasing rules and its offer will not be further evaluated or considered.

**BEST AND FINAL OFFER (BAFO)**

RFP Number: 19-RFP-464735590-DAD  
 RFP Description: Staff Augmentation  
 Vendor Name: Hunt, Guillot and Associates LLC (HGA)

**COST COMPONENTS OF INITIAL TERM - YEAR ONE**

| Task                 | Title   | Hourly Billing Rate | Estimated Maximum Hours / Estimated Quantity | Subtotal               |
|----------------------|---|---------------------|--|------------------------|
| TASK 1               | Disaster Recovery Grant Reporting System (DRGR) Support Staff (1) | \$ 124.00           | 2000   | \$ 248,000.00          |
|                      | Disaster Recovery Grant Reporting System (DRGR) Support Staff (2) | \$ 144.00           | 2000   | \$ 288,000.00          |
|                      | <b>TASK 1 Total</b>   | <b>\$</b>           |  | <b>\$ 536,000.00</b>   |
| TASK 2               | Relocation Specialist (1)   | \$ 109.00           | 2000   | \$ 218,000.00          |
|                      | <b>TASK 2 Total</b>   | <b>\$</b>           |  | <b>\$ 218,000.00</b>   |
| TASK 3               | Buyout Subject Matter Expert (1)                                  | \$ 145.00           | 2000   | \$ 290,000.00          |
|                      | <b>TASK 3 Total</b>   | <b>\$</b>           |  | <b>\$ 290,000.00</b>   |
| TASK 4               | Quality Assurance / Quality Control Specialist (1)                | \$ 156.00           | 2000   | \$ 312,000.00          |
|                      | Quality Assurance / Quality Control Specialist (2)                | \$ 127.00           | 2000   | \$ 254,000.00          |
|                      | Quality Assurance / Quality Control Specialist (3)                | \$ 127.00           | 2000   | \$ 254,000.00          |
|                      | Quality Assurance / Quality Control Specialist (4)                | \$ 115.00           | 2000   | \$ 230,000.00          |
|                      | Quality Assurance / Quality Control Specialist (5)                | \$ 109.00           | 2000   | \$ 218,000.00          |
|                      | Quality Assurance / Quality Control Specialist (6)                | \$ 96.00            | 2000   | \$ 192,000.00          |
|                      | <b>TASK 4 Total</b>   | <b>\$</b>           |  | <b>\$ 1,460,000.00</b> |
| TASK 5               | 5.a Finance and Compliance SME (1)                                | \$ 165.00           | 2000   | \$ 330,000.00          |
|                      | 5.b Housing Programs SME (1)                                      | \$ 145.00           | 2000   | \$ 290,000.00          |
|                      | 5.b Housing Programs SME (2)                                      | \$ 145.00           | 2000   | \$ 290,000.00          |
|                      | 5.c Planning SME (1)  | \$ 145.00           | 2000   | \$ 290,000.00          |
|                      | 5.c Planning SME (2)  | \$ 145.00           | 2000   | \$ 290,000.00          |
|                      | 5.d Construction SME (1)  | \$ 145.00           | 2000   | \$ 290,000.00          |
|                      | 5.e Affordable Housing SME (1)                                    | \$ 145.00           | 2000   | \$ 290,000.00          |
|                      | 5.f Code Enforcement SME (1)                                      | \$ 145.00           | 2000   | \$ 290,000.00          |
|                      | 5.g Communication Services SME (1)                                | \$ 145.00           | 2000   | \$ 290,000.00          |
| 5.h Closeout SME (1) | \$ 138.00   | 2000                | \$ 276,000.00                                |                        |
| <b>TASK 5 Total</b>  | <b>\$</b>   |                     | <b>\$ 2,926,000.00</b>                       |                        |
| TASK 6               | CDBG-DR Environmental Review Specialist (1)                       | \$ 157.00           | 2000   | \$ 314,000.00          |
|                      | CDBG-DR Environmental Review Specialist (2)                       | \$ 134.00           | 2000   | \$ 268,000.00          |
|                      | CDBG-DR Environmental Review Specialist (3)                       | \$ 134.00           | 2000   | \$ 268,000.00          |
| <b>TASK 6 Total</b>  | <b>\$</b>   |                     | <b>\$ 850,000.00</b>                         |                        |
| TASK 7               | CDBG-DR Infrastructure Specialist (1)                             | \$ 157.00           | 2000   | \$ 314,000.00          |
|                      | <b>TASK 7 Total</b>   | <b>\$</b>           |  | <b>\$ 314,000.00</b>   |
| TASK 8               | Reporting Specialist (1)  | \$ 152.00           | 2000   | \$ 304,000.00          |
|                      | <b>TASK 8 Total</b>   | <b>\$</b>           |  | <b>\$ 304,000.00</b>   |
| TASK 9               | Housing Recovery Program Specialist (1)                           | \$ 159.00           | 2000   | \$ 318,000.00          |
|                      | Housing Recovery Program Specialist (2)                           | \$ 159.00           | 2000   | \$ 318,000.00          |
|                      | <b>TASK 9 Total</b>   | <b>\$</b>           |  | <b>\$ 636,000.00</b>   |
| TASK 10              | 10.a Inspection Lead (1)  | \$ 145.00           | 2000   | \$ 290,000.00          |
|                      | 10.b Inspection Specialist (1)                                    | \$ 130.00           | 2000   | \$ 260,000.00          |
|                      | 10.b Inspection Specialist (2)                                    | \$ 130.00           | 2000   | \$ 260,000.00          |
|                      | 10.b Inspection Specialist (3)                                    | \$ 130.00           | 2000   | \$ 260,000.00          |
|                      | 10.b Inspection Specialist (4)                                    | \$ 110.00           | 2000   | \$ 220,000.00          |
|                      | 10.b Inspection Specialist (5)                                    | \$ 110.00           | 2000   | \$ 220,000.00          |
|                      | 10.b Inspection Specialist (6)                                    | \$ 110.00           | 2000   | \$ 220,000.00          |
|                      | 10.b Inspection Specialist (7)                                    | \$ 110.00           | 2000   | \$ 220,000.00          |
|                      | 10.b Inspection Specialist (8)                                    | \$ 110.00           | 2000   | \$ 220,000.00          |
|                      | 10.b Inspection Specialist (9)                                    | \$ 110.00           | 2000   | \$ 220,000.00          |
|                      | 10.b Inspection Specialist (10)                                   | \$ 110.00           | 2000   | \$ 220,000.00          |
| <b>TASK 10 Total</b> | <b>\$</b>   |                     | <b>\$ 2,610,000.00</b>                       |                        |
| TASK 11              | 11.a Accounting Manager (1)                                       | \$ 175.00           | 2000   | \$ 350,000.00          |
|                      | 11.b Accounting Supervisor (1)                                    | \$ 163.00           | 2000   | \$ 326,000.00          |

|  |   |    |          |                      |           |                      |
|--|---|----|----------|----------------------|-----------|----------------------|
|  | 11.b Accounting Supervisor (2)                  | \$ | 163.00   | 2000                 | \$        | 326,000.00           |
|  | 11.b Accounting Supervisor (3)                  | \$ | 163.00   | 2000                 | \$        | 326,000.00           |
|  | 11.c IT Systems Manager (1)                     | \$ | 162.00   | 2000                 | \$        | 324,000.00           |
|  | 11.d IT Technician (1)                          | \$ | 111.00   | 2000                 | \$        | 222,000.00           |
|  | 11.d IT Technician (2)                          | \$ | 111.00   | 2000                 | \$        | 222,000.00           |
|  | 11.e Mail Processing Supervisor (1)             | \$ | 123.00   | 2000                 | \$        | 246,000.00           |
|  | 11.f Mail Processing Technician (1)             | \$ | 78.00    | 2000                 | \$        | 156,000.00           |
|  | 11.f Mail Processing Technician (2)             | \$ | 78.00    | 2000                 | \$        | 156,000.00           |
|  |   |    |          | <b>TASK 11 Total</b> | <b>\$</b> | <b>2,654,000.00</b>  |
| TASK 12  | 12.a As-Needed Project Managers                 | \$ | 174.00   | 4000                 | \$        | 696,000.00           |
|  | 12.b As-Needed Property Appraisals              | \$ | 1,000.00 | 1000                 | \$        | 1,000,000.00         |
|  | 12.c As-Needed Boundary Surveys                 | \$ | 1,000.00 | 1000                 | \$        | 1,000,000.00         |
|  | 12.d As-Needed Title Services                   | \$ | 725.00   | 1000                 | \$        | 725,000.00           |
|  | 12.e As-Needed Short Sale and Closing Services  | \$ | 1,200.00 | 1000                 | \$        | 1,200,000.00         |
|  | 12.f As-Needed Eligibility and Benefit Services | \$ | 600.00   | 1000                 | \$        | 600,000.00           |
|  |   |    |          | <b>TASK 12 Total</b> | <b>\$</b> | <b>5,221,000.00</b>  |
| <b>INITIAL 1-YEAR TERM NOT-TO-EXCEED (NTE)</b> |   |    |          |                      | <b>\$</b> | <b>18,019,000.00</b> |

CLARIFICATION: Task 12.a As-Needed Project Managers is an Hourly Rate. Task 12.b-f are Unit Rates.

| COST COMPONENTS OF EACH OPTIONAL 6 MONTH RENEWAL |   |                     |  |                     |           |                     |
|--|---|---------------------|--|---------------------|-----------|---------------------|
| Task   | Title   | Hourly Billing Rate | Estimated Maximum Hours / Estimated Quantity |                     |           | Subtotal            |
| TASK 1   | Disaster Recovery Grant Reporting System (DRGR) Support Staff (1) | \$                  | 124.00                                       | 1000                | \$        | 124,000.00          |
|  | Disaster Recovery Grant Reporting System (DRGR) Support Staff (2) | \$                  | 144.00                                       | 1000                | \$        | 144,000.00          |
|  |   |                     |  | <b>TASK 1 Total</b> | <b>\$</b> | <b>268,000.00</b>   |
| TASK 2   | Relocation Specialist (1)   | \$                  | 109.00                                       | 1000                | \$        | 109,000.00          |
|  |   |                     |  | <b>TASK 2 Total</b> | <b>\$</b> | <b>109,000.00</b>   |
| TASK 3   | Buyout Subject Matter Expert (1)                                  | \$                  | 145.00                                       | 1000                | \$        | 145,000.00          |
|  |   |                     |  | <b>TASK 3 Total</b> | <b>\$</b> | <b>145,000.00</b>   |
| TASK 4   | Quality Assurance / Quality Control Specialist (1)                | \$                  | 156.00                                       | 1000                | \$        | 156,000.00          |
|  | Quality Assurance / Quality Control Specialist (2)                | \$                  | 127.00                                       | 1000                | \$        | 127,000.00          |
|  | Quality Assurance / Quality Control Specialist (3)                | \$                  | 127.00                                       | 1000                | \$        | 127,000.00          |
|  | Quality Assurance / Quality Control Specialist (4)                | \$                  | 115.00                                       | 1000                | \$        | 115,000.00          |
|  | Quality Assurance / Quality Control Specialist (5)                | \$                  | 109.00                                       | 1000                | \$        | 109,000.00          |
|  | Quality Assurance / Quality Control Specialist (6)                | \$                  | 96.00  | 1000                | \$        | 96,000.00           |
|  |   |                     |  | <b>TASK 4 Total</b> | <b>\$</b> | <b>730,000.00</b>   |
| TASK 5   | 5.a Finance and Compliance SME (1)                                | \$                  | 165.00                                       | 1000                | \$        | 165,000.00          |
|  | 5.b Housing Programs SME (1)                                      | \$                  | 145.00                                       | 1000                | \$        | 145,000.00          |
|  | 5.b Housing Programs SME (2)                                      | \$                  | 145.00                                       | 1000                | \$        | 145,000.00          |
|  | 5.c Planning SME (1)  | \$                  | 145.00                                       | 1000                | \$        | 145,000.00          |
|  | 5.c Planning SME (2)  | \$                  | 145.00                                       | 1000                | \$        | 145,000.00          |
|  | 5.d Construction SME (1)  | \$                  | 145.00                                       | 1000                | \$        | 145,000.00          |
|  | 5.e Affordable Housing SME (1)                                    | \$                  | 145.00                                       | 1000                | \$        | 145,000.00          |
|  | 5.f Code Enforcement SME (1)                                      | \$                  | 145.00                                       | 1000                | \$        | 145,000.00          |
|  | 5.g Communication Services SME (1)                                | \$                  | 145.00                                       | 1000                | \$        | 145,000.00          |
|  | 5.h Closeout SME (1)  | \$                  | 138.00                                       | 1000                | \$        | 138,000.00          |
|  |   |                     |  | <b>TASK 5 Total</b> | <b>\$</b> | <b>1,463,000.00</b> |
| TASK 6   | CDBG-DR Environmental Review Specialist (1)                       | \$                  | 157.00                                       | 1000                | \$        | 157,000.00          |
|  | CDBG-DR Environmental Review Specialist (2)                       | \$                  | 134.00                                       | 1000                | \$        | 134,000.00          |
|  | CDBG-DR Environmental Review Specialist (3)                       | \$                  | 134.00                                       | 1000                | \$        | 134,000.00          |
|  |   |                     |  | <b>TASK 6 Total</b> | <b>\$</b> | <b>425,000.00</b>   |
| TASK 7   | CDBG-DR Infrastructure Specialist (1)                             | \$                  | 157.00                                       | 1000                | \$        | 157,000.00          |
|  |   |                     |  | <b>TASK 7 Total</b> | <b>\$</b> | <b>157,000.00</b>   |
| TASK 8   | Reporting Specialist (1)  | \$                  | 152.00                                       | 1000                | \$        | 152,000.00          |
|  |   |                     |  | <b>TASK 8 Total</b> | <b>\$</b> | <b>152,000.00</b>   |
| TASK 9   | Housing Recovery Program Specialist (1)                           | \$                  | 159.00                                       | 1000                | \$        | 159,000.00          |
|  | Housing Recovery Program Specialist (2)                           | \$                  | 159.00                                       | 1000                | \$        | 159,000.00          |



|  |   |    |          |                      |           |                     |
|--|---|----|----------|----------------------|-----------|---------------------|
|  |   |    |          | <b>TASK 9 Total</b>  | <b>\$</b> | <b>318,000.00</b>   |
| TASK 10  | 10.a Inspection Lead (1)                        | \$ | 145.00   | 1000                 | \$        | 145,000.00          |
|  | 10.b Inspection Specialist (1)                  | \$ | 130.00   | 1000                 | \$        | 130,000.00          |
|  | 10.b Inspection Specialist (2)                  | \$ | 130.00   | 1000                 | \$        | 130,000.00          |
|  | 10.b Inspection Specialist (3)                  | \$ | 130.00   | 1000                 | \$        | 130,000.00          |
|  | 10.b Inspection Specialist (4)                  | \$ | 110.00   | 1000                 | \$        | 110,000.00          |
|  | 10.b Inspection Specialist (5)                  | \$ | 110.00   | 1000                 | \$        | 110,000.00          |
|  | 10.b Inspection Specialist (6)                  | \$ | 110.00   | 1000                 | \$        | 110,000.00          |
|  | 10.b Inspection Specialist (7)                  | \$ | 110.00   | 1000                 | \$        | 110,000.00          |
|  | 10.b Inspection Specialist (8)                  | \$ | 110.00   | 1000                 | \$        | 110,000.00          |
|  | 10.b Inspection Specialist (9)                  | \$ | 110.00   | 1000                 | \$        | 110,000.00          |
|  | 10.b Inspection Specialist (10)                 | \$ | 110.00   | 1000                 | \$        | 110,000.00          |
|  |   |    |          | <b>TASK 10 Total</b> | <b>\$</b> | <b>1,305,000.00</b> |
| TASK 11  | 11.a Accounting Manager (1)                     | \$ | 175.00   | 1000                 | \$        | 175,000.00          |
|  | 11.b Accounting Supervisor (1)                  | \$ | 163.00   | 1000                 | \$        | 163,000.00          |
|  | 11.b Accounting Supervisor (2)                  | \$ | 163.00   | 1000                 | \$        | 163,000.00          |
|  | 11.b Accounting Supervisor (3)                  | \$ | 163.00   | 1000                 | \$        | 163,000.00          |
|  | 11.c IT Systems Manager (1)                     | \$ | 162.00   | 1000                 | \$        | 162,000.00          |
|  | 11.d IT Technician (1)                          | \$ | 111.00   | 1000                 | \$        | 111,000.00          |
|  | 11.d IT Technician (2)                          | \$ | 111.00   | 1000                 | \$        | 111,000.00          |
|  | 11.e Mail Processing Supervisor (1)             | \$ | 123.00   | 1000                 | \$        | 123,000.00          |
|  | 11.f Mail Processing Technician (1)             | \$ | 78.00    | 1000                 | \$        | 78,000.00           |
|  | 11.f Mail Processing Technician (2)             | \$ | 78.00    | 1000                 | \$        | 78,000.00           |
|  |   |    |          | <b>TASK 11 Total</b> | <b>\$</b> | <b>1,327,000.00</b> |
| TASK 12  | 12.a As-Needed Project Managers                 | \$ | 174.00   | 2000                 | \$        | 348,000.00          |
|  | 12.b As-Needed Property Appraisals              | \$ | 1,000.00 | 500                  | \$        | 500,000.00          |
|  | 12.c As-Needed Boundary Surveys                 | \$ | 1,000.00 | 500                  | \$        | 500,000.00          |
|  | 12.d As-Needed Title Services                   | \$ | 725.00   | 500                  | \$        | 362,500.00          |
|  | 12.e As-Needed Short Sale and Closing Services  | \$ | 1,200.00 | 500                  | \$        | 600,000.00          |
|  | 12.f As-Needed Eligibility and Benefit Services | \$ | 600.00   | 500                  | \$        | 300,000.00          |
|  |   |    |          | <b>TASK 12 Total</b> | <b>\$</b> | <b>2,610,500.00</b> |
| <b>EACH OPTIONAL 6 MONTH RENEWAL NOT-TO-EXCEED (NTE)</b> |   |    |          |                      | <b>\$</b> | <b>9,009,500.00</b> |

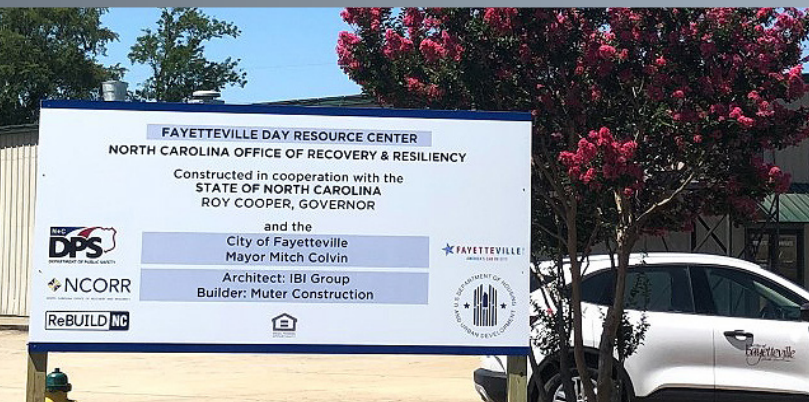
| <b>Best and Final Offer (BAFO)</b>  |                         |
|---|-------------------------|
| <b>Summation of Cost Components for all Five Potential Contract Terms</b> |                         |
| Year 1 NTE  | \$ 18,019,000.00        |
| 1st 6-Month Renewal NTE   | \$ 9,009,500.00         |
| 2nd 6-Month Renewal NTE   | \$ 9,009,500.00         |
| 3rd 6-Month Renewal NTE   | \$ 9,009,500.00         |
| 4th 6-Month Renewal NTE   | \$ 9,009,500.00         |
| <b>Total Not-to-Exceed Price for all Five (5)</b>                         | <b>\$ 54,057,000.00</b> |
| <b>Potential Contract Terms</b>   |                         |

# NCORR Staff Augmentation: CDBG-DR / CDBG-MIT Expert Administrative Support

AUGUST 30, 2022 | 19-RFP-464735590-DAD

A PROPOSAL TO

North Carolina Office of Recovery and Resiliency (NCORR)



- Zero Learning Curve
- Program Continuity
- Day One Start
- Proven Results



## 1. TITLE PAGE

# **Staff Augmentation: Community Development Block Grant- Disaster Recovery (CDBG-DR)/ Community Development Block-Grant Mitigation (CDBG-MIT) Expert Administrative Support**

A Proposal to the North Carolina Office of Recovery and Resiliency (NCORR)

RFP #19-RFP-464735590-DAD

**Authorized Representative:** Jack Hunt, Vice President, Program Management

9357 Interline Ave.

Baton Rouge, LA 70809

(225) 927-6825

**Statement of Conflicts:** HGA has not identified any conflicts of interest, or working relationships that may be perceived by disinterested parties as conflicts of interest, among its team or its key employees. Should any such conflicts be identified in the future, we will take steps to mitigate them.



9357 Interline Ave.

Baton Rouge, LA 70809

(225) 927-6825

August 30, 2022

Proposal #P.522428.00.0



## 2. COVER LETTER

August 30, 2022

Angie Dunaway, NCORR Chief Procurement Officer  
North Carolina Department of Public Safety

Subject: NCORR Staff Augmentation: CDBG-DR/CDBG-MIT Expert Administrative Support;  
Request for Proposal #19-RFP-464735590-DAD

Dear Ms. Dunaway:

This letter serves to express the HGA Team's intent to bid on the above-referenced RFP to support NCORR by providing staff augmentation services. Hunt, Guillot, and Associates, LLC (HGA) has been providing this service to NCORR since 2019, and we hope to be able to continue providing expert administrative support for general grant coordination, management, and project management services for current and future grant allocations.

The HGA Team has the capacity to perform all work described in Section 5.2 Tasks/Deliverables of the request for proposals (RFP). Our Team includes HGA, a prime contractor with significant experience providing program management and staff augmentation services to NCORR and to states across the country, and subcontractors Civix, Emergent Method, ICF, KSBR, Mpact, P&N, TCS, SADR, Arcola, and El Group. All firms on this Team have experience supporting NCORR, giving the entire Team an understanding of and dedication to NCORR's goals for recovery, resilience, and mitigation. Several Team members are North Carolina-certified Historically Underutilized Businesses (HUBs).

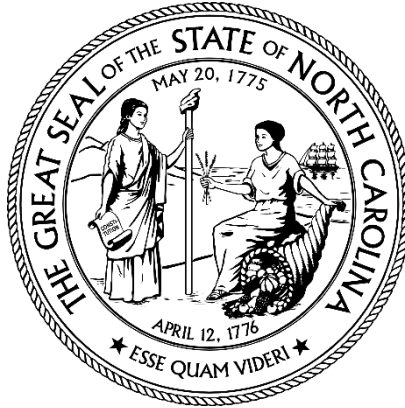
Thank you for the opportunity to provide this proposal. If you have any questions, please contact me at (225) 927-6825 or [jhunt@hga-llc.com](mailto:jhunt@hga-llc.com).

Sincerely,

Jack Hunt, Principal

### **3. SIGNED EXECUTION PAGES**

HGA has provided the signed execution pages, including the entire body of the RFP, on the following pages, followed by the signed Addendum 1.



## **STATE OF NORTH CAROLINA**

### **DEPARTMENT OF PUBLIC SAFETY**

#### **North Carolina Office of Recovery and Resiliency (NCORR)**

**Request for Proposal #: 19-RFP-464735590-DAD**

#### **NCORR Staff Augmentation:**

**Community Development Block Grant-Disaster Recovery/Community  
Development Block-Grant Mitigation Expert Administrative Support**

**Date of Issue: July 13, 2022**

**Proposal Opening Date: August 30, 2022 at 2:00 PM ET**

**Direct all inquiries concerning this RFP to:**

Angie Dunaway  
NCORR Chief Procurement Officer  
Email: [angie.dunaway@ncdps.gov](mailto:angie.dunaway@ncdps.gov)  
Phone: 919-609-0937



**STATE OF NORTH CAROLINA**  
**North Carolina Office of Recovery and Resiliency (NCORR)**

|   |  |
|---|--|
| Refer <b>ALL</b> Inquiries regarding this RFP: to Angie Dunaway via the <a href="#">Sourcing Tool's Message Board</a> | Request for Proposal #19-RFP-464735590-DAD   |
|   | Proposals will be publicly opened: August 30, 2022 at 2:00 pm ET   |
| Using Agency: NCORR   | Commodity No. and Description: 801016 Project management (UNSPSC); 958-77 Project Management Services (NIGP) |

**EXECUTION**

In compliance with this Request for Proposals (RFP), and subject to all the conditions herein, the undersigned Vendor offers and agrees to furnish and deliver any or all items upon which prices are bid, at the prices set opposite each item within the time specified herein.

By executing this proposal, the undersigned Vendor understands that False certification is a Class I felony and certifies that:

- that this proposal is submitted competitively and without collusion (G.S. 143-54),
- that none of its officers, directors, or owners of an unincorporated business entity has been convicted of any violations of Chapter 78A of the General Statutes, the Securities Act of 1933, or the Securities Exchange Act of 1934 (G.S. 143-59.2), and
- it is not an ineligible Vendor as set forth in G.S. 143-59.1.

Furthermore, by executing this proposal, the undersigned certifies to the best of Vendor's knowledge and belief, that:

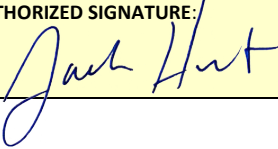
- it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency.

As required by G.S. 143-48.5, the undersigned Vendor certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system.

G.S. 133-32 and Executive Order 24 (2009) prohibit the offer to, or acceptance by, any State Employee associated with the preparing plans, specifications, estimates for public Contract; or awarding or administering public Contracts; or inspecting or supervising delivery of the public Contract of any gift from anyone with a Contract with the State, or from any person seeking to do business with the State. By execution of this response to the RFP, the undersigned certifies, for Vendor's entire organization and its employees or agents, that Vendor are not aware that any such gift has been offered, accepted, or promised by any employees of your organization.

By executing this proposal, Vendor certifies that it has read and agreed to the INSTRUCTIONS TO VENDORS and the NORTH CAROLINA GENERAL TERMS AND CONDITIONS.

**Failure to execute/sign proposal prior to submittal may render proposal invalid and it MAY BE REJECTED. Late proposals shall not be accepted.**

|   |                                  |                                   |
|---|----------------------------------|-----------------------------------|
| COMPLETE/FORMAL NAME OF VENDOR: Hunt, Guillot and Associates LLC (HGA)  |                                  |                                   |
| STREET ADDRESS: 603 Reynolds Dr.  | P.O. BOX: 580                    | ZIP: 71270                        |
| CITY & STATE & ZIP: Ruston, LA 71270  | TELEPHONE NUMBER: (318) 255-6825 | TOLL FREE TEL. NO: (866) 255-6825 |
| PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :<br>N/A  |                                  |                                   |
| PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR:<br>Jack Hunt, Vice President                                |                                  | FAX NUMBER: (225) 529-3778        |
| VENDOR'S AUTHORIZED SIGNATURE:<br> | DATE: 8/29/22                    | EMAIL: jhunt@hga-llc.com          |

**VALIDITY PERIOD**

Offer valid for at least 90 days from date of proposal opening, unless otherwise stated here: \_\_\_\_\_ days, or if extended by mutual agreement of the parties. Any withdrawal of this offer shall be made in writing, effective upon receipt by the agency issuing this RFP.

**ACCEPTANCE OF PROPOSAL**

If your proposal is accepted, all provisions of this RFP, along with the written results of any negotiations, shall constitute the written agreement between the parties ("Contract"). The NORTH CAROLINA GENERAL TERMS AND CONDITIONS are incorporated herein and shall apply.

*This procurement complies with the State's own procurement laws, rules and procedures per 2 CFR § 200.317.*

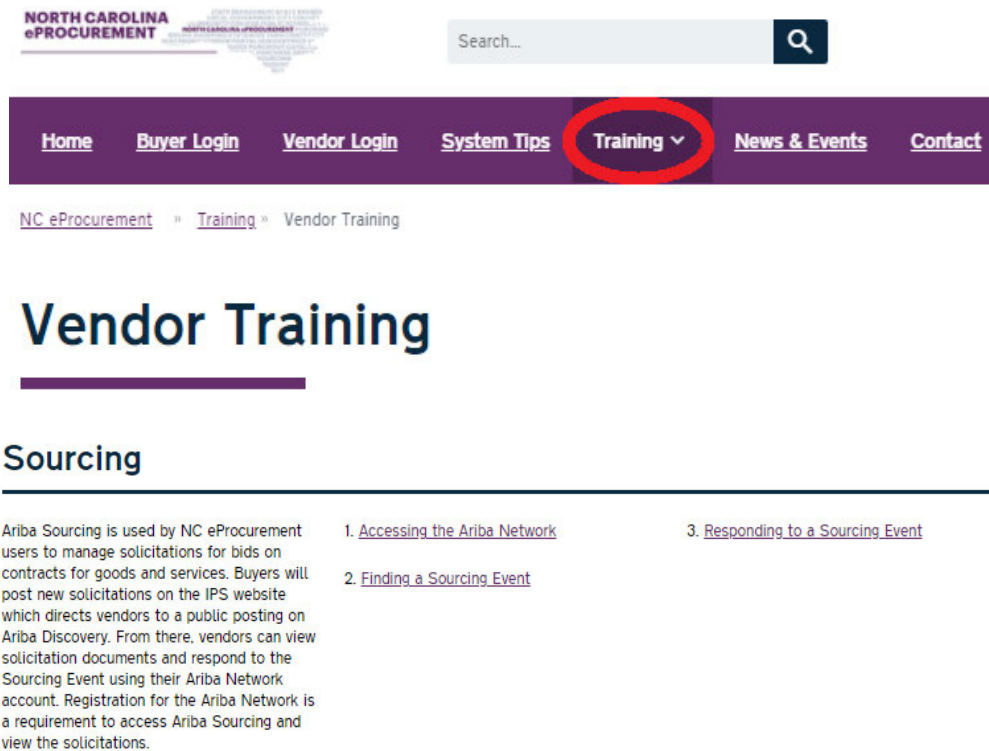
**FOR STATE USE ONLY:** Offer accepted and Contract awarded this \_\_\_\_\_ day of \_\_\_\_\_, 2022, as indicated on the attached certification, by \_\_\_\_\_ (Authorized Representative of Department of Public Safety)



**This RFP is conducted via the State’s NEW eProcurement Sourcing tool.**

**Vendors are strongly encouraged to allow adequate time to appraise themselves of the NEW process.**

**Vendor training** on the NEW Sourcing tool is located at <https://eprocurement.nc.gov/training/vendor-training>



**Questions** regarding how to use the **NEW Sourcing tool** contact the NC eProcurement HelpDesk; Monday through Friday from 7:30 am ET to 5:00 pm ET.

Telephone: **888-211-7440 Option 2**

Email: [vendor@nc.gov](mailto:vendor@nc.gov)

The below Sourcing Tool steps will be explained at the pre-proposal conference.

**File Download:**

3.1 SOLICITATION DOCUMENT

This document includes details on the intent, use, duration, and scope of the goods and / or services being requested

Download and complete the document. [19-RFP-464735590-DAD\\_Staff Augmentation.pdf](#)

3.2 VENDOR QUESTIONS

Vendor shall submit any questions they may have regarding this Solicitation or the Solicitation Process via the Sourcing Tool's Event Messages page. Written questions concerning this Solicitation will be received until the date and time listed in Section 2.4 of this Solicitation Document.

3.3 ATTACHMENT A: PRICING

Download the attached Excel Price Table (Attachment A: Pricing of the RFP) and complete Column D, Hourly Billing Rate.

3.3.1 Download and complete Attachment A: Pricing [19-RFP-464735590-DAD\\_Staff Aug\\_Attachment A\\_PRICING.xlsx](#)

**File Upload:**

5 Pricing Submittal

This section contains the pricing questions that the State is seeking responses from Vendors.

5.1 ATTACHMENT A: PRICING SUBMITTAL

Upload the completed Attachment A: Pricing (Excel file).

Vendor shall follow the instructions in the RFP and complete Column D, Hourly Billing Rate.

6 Vendor Response

This section contains the information that the State is asking the Vendors to provide responses.

6.1 RETURN UN-REDACTED VENDOR RESPONSE

Vendor shall download the Solicitation Document in Section 3.1, complete, sign, and upload here.

Vendor shall upload in this Section a completed fully executed UN-REDACTED version of the RFP; along with the Vendor's offer. The RFP is located above in Section 3 of the Sourcing Event. Vendor is advised to confirm that it has reviewed and provided all requested information and ALL pages of the RFP are returned; including Attachment A: Pricing. Reference RFP Section 2.7 PROPOSAL SUBMITTAL and Section 2.8 PROPOSAL CONTENTS.

Answer Attach a file

6.2 REDACTED VENDOR RESPONSE

Vendor shall upload in this Section a REDACTED version of the RFP response; IF, the Vendor determines their offer contains confidential information.

If NO information is deemed confidential upload a document so stating.

Reference RFP Section 2.7 PROPOSAL SUBMITTAL and Section 2.8 PROPOSAL CONTENTS.

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## 1.0 PURPOSE AND BACKGROUND

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The North Carolina Office of Recovery and Resiliency (NCORR), a division of the North Carolina Department of Public Safety (DPS), is soliciting proposals from interested firms to provide expert administrative support for general grant coordination, management, and project management services for current and anticipated Community Development Block Grant for Disaster Recovery (CDBG-DR), Community Development Block Grant-Mitigation (CDBG-MIT), Community Development Block Grant – Coronavirus (CDBG-CV), U.S. Treasury Emergency Rental Assistance (ERA), and other state and federal funding sources. NCORR has received approximately \$236.5 million in CDBG-DR funds for Hurricane Matthew (DR-4285), \$542 million in CDBG-DR for Hurricane Florence, \$202.6 million for mitigation projects (CDBG-MIT), and anticipates receiving approximately \$8 million in CDBG-DR funds for Tropical Storm Fred recovery. NCORR also manages and implements more than \$700 million in various funds programmed to address the impacts of the Coronavirus pandemic as well as multiple state funded activities to address disaster recovery needs, such as real property acquisition and grants and loans to units of local government. To meet the unprecedented challenge of recovering from multiple disasters, the State has established NCORR to be the grantee agency for management of all CDBG-DR and CDBG-MIT awards to the State. NCORR is seeking proposals from qualified Vendors, interested in responding to this RFP, that have specific experience and qualifications in the areas identified in this solicitation to provide expert administrative support for currently expected or subsequent CDBG-DR, CDBG-MIT, and other state and federal grant awards, including but not limited to ERA or CDBG-CV, managed by NCORR during the term of this contract.

The purpose of this RFP and any resulting Contract Award is to solicit Offers for expert administrative support for the State of North Carolina's CDBG-DR grantee agency, NCORR. NCORR has been established to receive and administer any CDBG-DR and CDBG-MIT (or any potential newly-defined or similar award managed by the US Department of Housing and Urban Development's Community Planning and Development division) awarded by the U.S. Department of Housing and Urban Development (HUD) for the purpose of recovering from a major disaster. NCORR will manage all aspects of these grants, including at least planning and policy development, recovery program administration, compliance, monitoring, program financial management, and grant closeout. The programs that NCORR may administer include, but are not limited to: single-family home repair reimbursement, rehabilitation, and reconstruction; repair and replacement of manufactured homes; repairs to public infrastructure; rehabilitation of public housing units; rehabilitation or new construction of small rental and multi-family rental housing units; buyouts and acquisition of flood-prone residential properties; the small business recovery loan program; a code compliance program; housing counseling activities; and any other Action Plan-defined program on the publicly available [rebuild.nc.gov](https://www.rebuild.nc.gov/) website. Further details on these recovery programs, including the State's Action Plan and Program Manuals, can be found on the State's CDBG-DR website: <https://www.rebuild.nc.gov/>. NCORR may receive State and Federal funds and may require support in the administration of those funds as well. The Contract Award shall include the similar service for all funds, anticipated and unanticipated, received or managed by NCORR during the contract term, at NCORR's discretion.

Proposals shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

### 1.1 CONTRACT TERM

The Contract shall have an initial term of twelve (12) months beginning on the date of award (Effective Date). Vendor shall begin work immediately after the Effective Date.

At the end of the Contract's current term, the State shall have the option, at its sole discretion, to renew the Contract under the same terms and conditions for up to a total of four additional six-month periods. The total potential term of this contract would be three (3) years from date of award. The State will give the Vendor written notice of its intent to exercise each option no later than 30 calendar days before the end of the Contract's then-current term. In addition to any optional terms, and with the Vendor's concurrence, the State reserves the right to extend a contract term after the last active term.

Proposals shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

## 2.0 GENERAL INFORMATION

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### 2.1 REQUEST FOR PROPOSAL DOCUMENT

The RFP is comprised of the base RFP document, any attachments, and any addenda released before Contract award. All attachments and addenda released for this RFP in advance of any Contract award are incorporated herein by reference.

**2.2 E-PROCUREMENT FEE**

This RFP does not incorporate the e-procurement fee; however, the purchase order will be issued through the E-Procurement System. See Paragraph 17 of the attached Terms and Conditions as amended. General information on the E-Procurement Services can be found at: <http://eprocurement.nc.gov/>.

**2.3 NOTICE TO VENDORS REGARDING RFP TERMS AND CONDITIONS**

It shall be Vendor’s responsibility to read the Instructions to Vendors, the North Carolina General Terms and Conditions, all relevant exhibits and attachments, and any other components made a part of this RFP and comply with all requirements and specifications herein. Vendors also are responsible for obtaining and complying with all Addenda and other changes that may be issued in connection with this RFP.

If Vendors have questions, issues, or exceptions regarding any term, condition, or other component within this RFP, those must be submitted as questions in accordance with the instructions in Section 2.6 PROPOSAL QUESTIONS. If the State determines that any changes will be made as a result of the questions asked, then such decisions will be communicated in the form of an RFP addendum. The State may also elect to leave open the possibility for later negotiation and amendment of specific provisions of the Contract that have been addressed during the question and answer period. Other than through this Q and A process or negotiation under 01 NCAC 05B .0503, the State rejects and will not be required to evaluate or consider any additional or modified terms and conditions submitted with Vendor’s proposal or otherwise. This applies to any language appearing in or attached to the document as part of Vendor’s proposal that purports to vary any terms and conditions or Vendors’ instructions herein or to render the proposal non-binding or subject to further negotiation. Vendor’s proposal shall constitute a firm offer that shall be held for the period required herein (“Validity Period” above).

**By execution and delivery of this RFP Response, Vendor agrees that any additional or modified terms and conditions, whether submitted purposely or inadvertently, shall have no force or effect, and will be disregarded. Noncompliance with, or any attempt to alter or delete, this paragraph shall constitute sufficient grounds to reject Vendor’s proposal as nonresponsive. The State may exercise its discretion to consider Vendor proposed modifications.**

**2.4 RFP SCHEDULE**

The table below shows the *intended* schedule for this RFP. The State will make every effort to adhere to this schedule.

| Event   | Responsibility | Date and Time  |
|---|----------------|--|
| Issue RFP   | State          | July 13, 2022  |
| Hold <b>Pre-Proposal Conference</b>                               | State          | <b>July 27, 2022 at 10:00 am</b> ET via TEAMS and Call In Number   |
| Submit <b>Written Questions</b>                                   | Vendor         | <b>August 8, 2022 by 10:00 am</b> ET<br><i>Please attend the Pre-Bid Conference prior to submitting questions.</i> |
| Provide Response to Questions (Addendum issued via Sourcing Tool) | State          | August 12, 2022  |
| <b>Submit Proposals</b> (electronic via Sourcing Tool)            | Vendor         | <b>August 30, 2022 by 2:00 pm</b> ET   |
| Presentation (optional)   | Vendor         | TBD  |
| Contract Award  | State          | As soon as possible after evaluation of offers.  |

## 2.5 PRE-PROPOSAL CONFERENCE

### Urged and Cautioned Pre-Proposal Conference

Date: July 27, 2022  
 Time: 10:00 am Eastern Time  
 Location: Virtual via TEAMS [Click here to join the meeting](#)  
 Call In # (Audio ONLY): 984-204-1487 Phone Conference ID: 797 425 817#

**Instructions:** Vendor representatives are URGED and CAUTIONED to attend the pre-proposal conference and apprise themselves of the conditions and requirements which will affect the performance of the work called for by this RFP. A non-mandatory pre-proposal conference is scheduled for this RFP. Submission of a bid shall constitute sufficient evidence of this compliance and no allowance will be made for unreported conditions which a prudent Vendor would recognize as affecting the performance of the work called for in this RFP.

Vendor is cautioned that any information released to attendees during the pre-proposal conference, and which conflicts with, supersedes, or adds to requirements in this RFP, must be confirmed by written addendum before it can be considered to be a part of this RFP and any resulting contract.

E-mail [angie.dunaway@ncdps.gov](mailto:angie.dunaway@ncdps.gov) by **10:00 am** ET on **July 25**, 2022 the name and **email address** of the **individual(s) attending the pre-proposal conference**; and the company the individual is representing. As a courtesy, Angie will email these individuals a TEAMS invite to facilitate joining the meeting. Enter as the subject of the email message *“Staff Aug Pre-Proposal Conference Attendee”*.

## 2.6 PROPOSAL QUESTIONS

Upon review of the RFP documents, Vendors may have questions to clarify or interpret the RFP in order to submit the best proposal possible. To accommodate the Proposal Questions process, Vendors shall submit any such questions by the “Submit Written Questions” date and time provided in the RFP SCHEDULE Section above, unless modified by Addendum.

**Questions** related to the content of the solicitation, or the procurement process, should be submitted **via** the **Sourcing Tool's message board**. Vendors should enter **“Staff Aug Questions 19-RFP-464735590-DAD”** as the subject of the message. Question submittals should include a reference to the applicable RFP section.

The questions should be submitted in the following format:

| Citation                             | Vendor Question |
|--------------------------------------|-----------------|
| RFP Section Number and Section Title |                 |
| RFP Page Number                      |                 |

PLEASE attend the pre-proposal conference prior to submitting questions.

**Questions** or issues **related to using the Sourcing Tool** itself must be directed to the North Carolina **eProcurement Help Desk** at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET.

Questions received prior to the submission deadline date and time, the State’s response, and any additional terms deemed necessary by the State will be **posted in the Sourcing Tool** in the form of an **addendum** and shall become an Addendum to this RFP. No information, instruction or advice provided orally or informally by any State personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered authoritative or binding. Vendors shall rely *only* on written material contained in the RFP and an addendum to this RFP.



## 2.7 PROPOSAL SUBMITTAL

**IMPORTANT NOTE: This is an absolute requirement.** Vendor shall bear the risk of late submission due to unintended or unanticipated delay. It is the Vendor's sole responsibility to ensure its proposal has been received as described in this RFP by the specified time and date of opening. Failure to submit a proposal in strict accordance with instructions provided shall constitute sufficient cause to reject a Vendor's proposal. Solicitation responses are subject to Sealed Bidding requirements.

**Offers** for this procurement **must be submitted through the Sourcing Tool.** For training on how to use the Sourcing Tool to view solicitations, submit questions, develop responses, upload documents, and submit offers to the State, Vendors should go to the following site: <https://eprocurement.nc.gov/training/vendor-training>.

**Questions or issues related to using the Sourcing Tool** must be directed to the North Carolina **eProcurement Help Desk** at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET.

Tips for Using the Sourcing Tool:

- Vendors should review available training and confirm that they are able to access the Sourcing Event, enter responses, and upload files well in advance of the date and time response are due to allow sufficient time to seek assistance from the North Carolina eProcurement Help Desk.
- Vendors may submit their responses early to make sure there are no issues, and then submit a revised response any time prior to the response due date and time. The State will only review the most recent response.
- Vendors should respond to all relevant sections of the Sourcing Event. Certain questions or items are required in order to submit a response and are denoted with an asterisk. The Sourcing Tool will not allow a response to be submitted unless all required items are completed. The Sourcing Tool will provide error messages to help identify any required information that is missing when response is submitted.
- Simply saving your response in the Sourcing Tool is not the same as submitting your response to the State. Vendors should make sure they complete the submission process and receive a message that their response was successfully submitted.

---

The Sourcing Tool has two (2) fields to upload the ENTIRE (all pages) of the Request for Proposal (RFP), which includes the Vendor response to all questions, completion of all attachments, and all required documentation.

- The first file upload field specifies to upload one (1) **signed UN-REDACTED** offer that contains **ALL pages of the RFP**, with ALL information completed, and all requested information provided. **Vendor should return all the pages of this solicitation with its offer. Offer must be submitted on the forms** provided herein. Prices and any other entry made hereon by the Vendor shall be considered firm and not subject to change.
- The second file upload field (optional for vendor to upload a file) specifies to upload one (1) **REDACTED** copy (all Proprietary and Confidential Information removed); ***IF the vendor determines their offer contains confidential information.***

***Redacting refers to the blacking out of information, so it is not visible.***

The North Carolina Department of Public Safety, in responding to public records requests, will release the contents of the Redacted file provided by the Vendor. If no redacted file is provided the North Carolina Department of Public Safety will release the un-redacted version in response to public records requests. It is the sole responsibility of the Vendor to ensure that the Redacted file complies with the requirements of Paragraph 14, CONFIDENTIAL INFORMATION, of the INSTRUCTIONS TO VENDORS. **Under no circumstances shall price information be designated as confidential.**



## 2.8 PROPOSAL CONTENTS

Vendors shall populate all attachments of this RFP that require Vendor to provide information and include an authorized signature where requested. Failure to provide all required items, or Vendor's submission of incomplete items, may result in the State rejecting Vendor's proposal, in the State's sole discretion.

Vendor RFP responses shall include the following items and those attachments should be arranged in the following order:

- a) Cover Letter
- b) Title Page: Include the company name, address, phone number and authorized representative along with the Proposal Number and a statement of conflicts (if any) the proposing entity or key employees may have regarding these services. The statement should include conflicts, as well as any working relationships that may be perceived by disinterested parties as a conflict. If no potential conflicts of interests are identified, please state so.
- c) Completed and signed version of EXECUTION PAGES, along with the body of the RFP and signed receipt pages of any addenda released in conjunction with this RFP (if required to be returned).
- d) Table of Contents
- e) Technical Response to the Scope of Work including:
  - a. A brief history of the Vendor, including general background, knowledge of CDBG-DR programs, and experience working with relevant agencies or programs
  - b. Business plan to meet the Scope of Work detailing Vendor's unique ability to solve NCORR's business needs.
  - c. A Resume and Bio for each staff member describing the individual staff's qualifications for the position sought and specific expertise with NCORR's business needs. Vendor shall ensure that each staff member presented is assigned uniformly to one of the positions in the Scope of Work throughout Vendor's response. Vendor should present two resumes for each unique position sought in the Scope of Work (See Section 4.6).
- f) Completed version of ATTACHMENT A: PRICING
- g) ATTACHMENT B: INSTRUCTIONS TO VENDORS
- h) ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS AND CONDITIONS
- i) Completed ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR
- j) Completed and signed version of ATTACHMENT E: CERTIFICATION OF FINANCIAL CONDITION
- k) Completed ATTACHMENT F: SUPPLEMENTAL VENDOR INFORMATION

## 2.9 DEFINITIONS, ACRONYMS, AND ABBREVIATIONS

- a) **BAFO:** Best and Final Offer, submitted by a Vendor to alter its initial offer, made in response to a request by the issuing agency.
- b) **CDBG-DR:** Community Development Block Grant for Disaster Recovery grant.
- c) **CDBG-MIT:** Community Development Block Grant Mitigation
- d) **Contract Lead:** The Contracting Agent listed on the RFP
- e) **Contract Administrator:** The onsite State staff that will serve as the State's Program Manager
- f) **DRRA:** Disaster Risk Reduction Areas
- g) **DRGR:** Disaster Recovery Grant Reporting System
- h) **E-PROCUREMENT SERVICE(S):** The program, system, and associated Services through which the State conducts electronic procurement.
- i) **HUD:** U.S. Department of Housing and Urban Development.
- j) **NCORR:** The North Carolina Office of Recovery and Resiliency
- k) **PRINCIPLE PLACE OF BUSINESS:** That principle place from which the overall trade or business of the Vendor is directed or managed.

- l) **QUALIFIED PROPOSAL:** A responsive proposal submitted by a responsible Vendor.
- m) **RFP:** Request for Proposal
- n) **SERVICES or SERVICE DELIVERABLES:** The tasks and duties undertaken by the Vendor to fulfill the requirements and specifications of this solicitation.
- o) **SOP:** Standard Operating Procedures
- p) **SOR:** System of Record
- q) **TRA:** Temporary Relocation Assistance
- r) **STATE:** The State of North Carolina, including any of its sub-units recognized under North Carolina law.
- s) **STATE AGENCY:** Any of the more than 400 sub-units within the executive branch of the State, including its departments, boards, commissions, institutions of higher education and other institutions.
- t) **URA:** Uniform Relocation Act
- u) **VENDOR:** Supplier, bidder, proposer, company, firm, corporation, partnership, individual or other entity submitting a response to a Request for Proposal.

### 3.0 METHOD OF AWARD AND PROPOSAL EVALUATION PROCESS

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#### 3.1 METHOD OF AWARD

Contracts will be awarded in accordance with G.S. § 143-52 and the evaluation criteria set out in this solicitation. Prospective Vendors shall not be discriminated against on the basis of any prohibited grounds as defined by Federal and State law.

All qualified proposals will be evaluated, and awards will be made to the Vendor(s) meeting the RFP requirements using the Best Value method based on the criteria described below.

While the intent of this RFP is to award a Contract(s) to a single Vendor, the State reserves the right to make separate awards to different Vendors, to not award one or more items, or to cancel this RFP in its entirety without awarding a Contract, if it is considered to be most advantageous to the State to do so.

The status of a Vendor's E-Procurement Services account(s) shall be considered a relevant factor in determining whether to approve the award of a contract under this RFP. Any Vendor with an E-Procurement Services account that is in arrears by 91 days or more at the time of proposal opening may, at the State's discretion, be disqualified from further evaluation or consideration.

The State reserves the right to waive any minor informality or technicality in proposals received.

#### 3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION

During the evaluation period—from the date proposals are opened through the date the contract is awarded—each Vendor submitting a proposal (including its representatives, sub-contractors and/or suppliers) is prohibited from having any communications with any person inside or outside the using agency, issuing agency, other government agency office, or body (including the purchaser named above, department secretary, agency head, members of the general assembly and/or governor's office), or private entity, if the communication refers to the content of Vendor's proposal or qualifications, the contents of another Vendor's proposal, another Vendor's qualifications or ability to perform the contract, and/or the transmittal of any other communication of information that could be reasonably considered to have the effect of directly or indirectly influencing the evaluation of proposals and/or the award of the contract. A Vendor not in compliance with this provision shall be disqualified from contract award, unless it is determined in the State's discretion that the communication was harmless, that it was made without intent to influence and that the best interest of the State would not be served by the disqualification. Vendor's proposal may be disqualified if its sub-contractor and supplier engage in any of the foregoing communications during the time that the procurement is active (i.e., the issuance date of the procurement to the date of contract award). Only those discussions, communications or transmittals of information authorized or initiated by the issuing agency for this RFP or general inquiries directed to the purchaser regarding requirements of the RFP (prior to proposal submission) or the status of the contract award (after submission) are excepted from this provision.

### 3.3 PROPOSAL EVALUATION PROCESS

The State shall review all Vendor responses to this RFP to confirm that they meet the specifications and requirements of the RFP.

#### The State will conduct a One-Step evaluation of Proposals:

Proposals will be received from each responsive Vendor according to the method of submission specified in Section 2.7 of this RFP.

All proposals must be received by the issuing agency not later than the date and time specified on the cover sheet of this RFP, unless modified by Addendum.

At that date and time, the proposal from each responding firm will be opened publicly and the name of the Vendor will be announced. If negotiation is anticipated under 01 NCAC 05B.0503, pricing may not be public until award. Interested parties are cautioned that these costs and their components are subject to further evaluation for completeness and correctness and therefore may not be an exact indicator of Vendors' pricing position.

At their option, the evaluators may request oral presentations or discussions with any or all Vendors for clarification or to amplify the materials presented in any part of the proposal. Vendors are cautioned, however, that the evaluators are not required to request presentations or other clarification—and often do not. Therefore, all proposals should be complete and reflect the most favorable terms available from the Vendor.

Proposals will generally be evaluated according to completeness, content, and experience with similar projects, ability of Vendor and its staff, and cost. Specific evaluation criteria are listed in 3.4 EVALUATION CRITERIA, below.

Vendors are cautioned that this is a request for offers, not an offer or request to contract, and the State reserves the unqualified right to reject any and all offers at any time if such rejection is deemed to be in the best interest of the State.

The State reserves the right to reject all original offers and request one or more of Vendors submitting proposals to submit best and final offers (BAFOs), prepared in collaboration with the State after the initial responses to the RFP have been evaluated.

Proposer must demonstrate to the complete satisfaction of NCORR that it has the necessary facilities, ability, and financial resources to provide the services specified herein in a satisfactory manner. Proposer should also give a past history and references to demonstrate its qualifications. NCORR may make reasonable investigations deemed necessary and proper to determine the ability of Proposer to perform the work, and Proposer shall furnish to NCORR all information for this purpose that may be requested. NCORR reserves the right to reject any offer if the evidence submitted by, or investigation of, Proposer fails to satisfy NCORR that Proposer is properly qualified to carry out the obligations of the contract and to complete the work described therein.

#### 1) Source Selection

A trade-off/ranking method of source selection will be utilized in this procurement to allow the State to award this RFP to the Vendor providing the Best Value, and recognizing that Best Value may result in award other than the lowest price or highest technically qualified offer. By using this method, the overall ranking may be adjusted up or down when considered with, or traded-off against other non-price factors.

- a) Evaluation Process Explanation. The State will review all offers. All offers will be initially classified as being responsive or non-responsive. If an offer is found non-responsive, it will not be considered further. All responsive offers will be evaluated based on stated evaluation criteria. Any references in an answer to another location in the RFP materials or Offer shall have specific page numbers and sections stated in the reference.
- b) To be eligible for consideration, Vendor's offer must substantially conform to the intent of all specifications. Compliance with the intent of all specifications will be determined by the State. Offers that do not meet the full intent of all specifications listed in this RFP may be deemed deficient. Further, a serious deficiency in the offer to any one (1) factor may be grounds for rejection regardless of overall ranking.
- c) The evaluation committee may request clarifications, or presentations from any or all Vendors. However, the State may refuse to accept, in full or partially, the response to a clarification request given by any Vendor. Vendors are cautioned that the evaluators are not required to request clarifications; therefore, all offers should be complete and

reflect the most favorable terms. Vendors should be prepared to send qualified personnel to Durham, North Carolina, to discuss technical and contractual aspects of the offer.

- d) Vendors are advised that the State is not obligated to ask for, or accept after the closing date for receipt of offer, data that is essential for a complete and thorough evaluation of the offer.

## 2) Best and Final Offers (BAFO)

If negotiations or subsequent offers are solicited, the requested Proposers shall provide BAFOs in response. Failure to deliver a BAFO when requested shall disqualify the non-responsive Vendor from further consideration. At its discretion, the State may establish a competitive range based upon evaluations of offers, and request BAFOs from the Vendors within this range; e.g. "Finalist Vendors". The State may evaluate BAFOs, oral presentations, and product demonstrations as part of the Vendors' respective offer to attain their final ranking.

The State reserves the right to reject all original offers and request one or more of the Vendors submitting proposals within a competitive range to submit a best and final offer (BAFO), based on discussions and negotiations with the State, if the initial responses to the RFP have been evaluated and determined to be unsatisfactory.

Upon completion of the evaluation process, the State will make Award(s) based on the evaluation and post the award(s) to IPS under the RFP number for this solicitation. Award of a Contract to one Vendor does not mean that the other proposals lacked merit, but that, all factors considered, the selected proposal was deemed most advantageous and represented the best value to the State.

## 3.4 EVALUATION CRITERIA

Vendor must **demonstrate** to the complete satisfaction of NCORR that it has the necessary ability, and financial resources to provide the services specified herein in a satisfactory manner. Vendors should also **provide** its past history and references to demonstrate its qualifications. NCORR may make reasonable investigations deemed necessary and proper to determine the ability of Vendor to perform the work, and Vendor shall furnish to NCORR all information for this purpose that may be requested. NCORR reserves the right to reject any offer if the evidence submitted by, or investigation of, Vendor fails to satisfy NCORR that it is properly qualified to carry out the obligations of the contract and to complete the work described therein.

All qualified proposals will be evaluated and ranked and an award will be made based on considering the following criteria listed in order of importance, to result in an award most advantageous to the State:

- a) Proposed Staff Qualifications and/or workplan per Section 5.2 and Experience per Section 4.6
- b) Proposed plan to meet the Scope of Work per Section 5.0
- c) Cost Per Attachment A: Pricing

NCORR may give preference to responses demonstrating experience providing a level of service similar to the items in this RFP for a CDBG-DR grantee of similar or greater size and scope of needs as NCORR.

## 3.5 PERFORMANCE OUTSIDE THE UNITED STATES

Vendor shall complete ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR. In addition to any other evaluation criteria identified in this RFP, the State may also consider, for purposes of evaluating proposed or actual contract performance outside of the United States, how that performance may affect the following factors to ensure that any award will be in the best interest of the State:

- a) Total cost to the State
- b) Level of quality provided by the Vendor
- c) Process and performance capability across multiple jurisdictions
- d) Protection of the State's information and intellectual property
- e) Availability of pertinent skills
- f) Ability to understand the State's business requirements and internal operational culture
- g) Particular risk factors such as the security of the State's information technology

- h) Relations with citizens and employees
- i) Contract enforcement jurisdictional issues

### **3.6 INTERPRETATION OF TERMS AND PHRASES**

This Request for Proposal serves two functions: (1) to advise potential Vendors of the parameters of the solution being sought by the Department; and (2) to provide (together with other specified documents) the terms of the Contract resulting from this procurement. As such, all terms in the Request for Proposal shall be enforceable as contract terms in accordance with the General Contract Terms and Conditions. The use of phrases such as “shall,” “must,” and “requirements” are intended to create enforceable contract conditions. In determining whether proposals should be evaluated or rejected, the Department will take into consideration the degree to which Vendors have proposed or failed to propose solutions that will satisfy the Department’s needs as described in the Request for Proposal. Except as specifically stated in the Request for Proposal, no one requirement shall automatically disqualify a Vendor from consideration. However, failure to comply with any single requirement may result in the Department exercising its discretion to reject a proposal in its entirety.

## **4.0 REQUIREMENTS**

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This Section lists the requirements related to this RFP. By submitting a proposal, Vendor agrees to meet all stated requirements in this Section as well as any other specifications, requirements and terms and conditions stated in this RFP. If Vendor is unclear about a requirement or specification or believes a change to a requirement would allow for the State to receive a better proposal, Vendor is urged and cautioned to submit these items in the form of a question during the question and answer period in accordance with Section 2.6.

### **4.1 PRICING**

Proposal price shall constitute the total cost to NCORR for complete performance in accordance with the requirements and specifications herein, including all applicable charges handling, administrative and other similar fees. Vendor shall not invoice for any amounts not specifically allowed for in this RFP. Vendor shall complete ATTACHMENT A: PRICING FORM and include in Proposal.

### **4.2 ANTICIPATED PAYMENT STRUCTURE**

It is anticipated that the payment structure of the contract awarded from this RFP will be based on time and effort, with hourly job titles/rates with an estimated maximum number of hours per title. The anticipated maximum number of hours for each position is an estimate only, and these quantities are not guaranteed. Actual hours will be determined at the discretion of NCORR. The final contract will contain an overall Not-To-Exceed amount.

### **4.3 INVOICES**

- a) Vendor must submit one monthly invoice within fifteen (15) calendar days following the end of each month in which work was performed.
- b) Invoices must be submitted to the Contract Administrator in hard copy on the Vendor’s official letterhead stationery and must be identified by a unique invoice number unless otherwise directed by the Contract Administrator. All invoice backup reports and spreadsheets must be provided in electronic format.
- c) Invoices must bear the correct contract number and purchase order number to ensure prompt payment. Vendor’s failure to include the correct purchase order number may cause delay in payment.
- d) Invoices must include an accurate description of the work for which the invoice is being submitted, time and effort reports in NCORR-approved format, the invoice date, the period of time covered, the amount of fees due to Vendor and the original signature of Vendor’s project manager.

#### 4.4 FINANCIAL STABILITY

Vendor shall certify it is financially stable by completing the ATTACHMENT E: CERTIFICATION OF FINANCIAL CONDITION. The State is requiring this certification to minimize potential issues from Contracting with a Vendor that is financially unstable. From the date of the Certification to the expiration of the Contract, Vendor shall notify the State within thirty (30) days of any occurrence or condition that materially alters the truth of any statement made in this Certification. The Contract Administrator may require annual recertification of the Vendor's financial stability.

#### 4.5 HUB PARTICIPATION

Pursuant to North Carolina General Statute G.S. 143-48, it is State policy to encourage and promote the use of small, minority, physically handicapped, and women contractors in purchasing Goods and Services. As such, this RFP will serve to identify those Vendors that are minority owned or have a strategic plan to support the State's Historically Underutilized Business program by meeting or exceeding the goal of 10% utilization of diverse firms as 1st or 2nd tier subcontractors. Vendor shall complete ATTACHMENT F: HUB SUPPLEMENTAL VENDOR INFORMATION.

#### 4.6 VENDOR EXPERIENCE

In its Proposal, Vendor shall **demonstrate** experience with at least three public and/or private sector clients (one of which must be a governmental organization) with similar or greater size and complexity to the State of North Carolina's CDBG-DR and CDBG-MIT grants. In addition, Vendor shall **provide** the **name and contact information for each listed client**, which the State may contact to determine if services provided were substantially similar to those proposed herein.

#### 4.7 BACKGROUND CHECKS

Any personnel or agent of Vendor performing Services under any contract arising from this RFP may be required to undergo a background check at the expense of Vendor, if so requested by the State.

#### 4.8 PERSONNEL

Vendor shall not substitute key personnel assigned to the performance of this Contract without prior written approval by the Contract Administrator. Vendor shall notify the Contract Administrator of any desired substitution, including the name(s) and references of Vendor's recommended substitute personnel. The State will approve or disapprove the requested substitution in a timely manner. The State may, in its sole discretion, terminate the services of any person providing services under this Contract or reassign approved and accepted staff to Tasks within the Scope of Work by notifying Vendor. Upon such termination, the State may request acceptable substitute personnel or terminate the contract services provided by such personnel.

#### 4.9 VENDOR'S REPRESENTATIONS

- a) Vendor warrants that qualified personnel shall provide Services under this Contract in a professional manner. "Professional manner" means that the personnel performing the Services will possess the skill and competence consistent with the prevailing business standards in the industry. Vendor agrees that it will not enter any agreement with a third party that may abridge any rights of the State under this Contract. Vendor will serve as the prime contractor under this Contract and shall be responsible for the performance and payment of all subcontractor(s) that may be approved by the State. Names of any third-party Vendors or subcontractors of Vendor may appear for purposes of convenience in Contract documents; and shall not limit Vendor's obligations hereunder. Vendor will retain executive representation for functional and technical expertise as needed in order to incorporate any work by third party subcontractor(s).
- b) If any Services, deliverables, functions, or responsibilities not specifically described in this Contract are required for Vendor's proper performance, provision and delivery of the service and deliverables under this Contract, or are an inherent part of or necessary sub-task included within such service, they will be deemed to be implied by and included within the scope of the contract to the same extent and in the same manner as if specifically described in the contract. Unless otherwise expressly provided herein, Vendor will furnish all of its own necessary management, supervision, and labor necessary for the Vendor to provide and deliver the Services and Deliverables.

- c) Vendor warrants that it has the financial capacity to perform and to continue to perform its obligations under the contract; Vendor has no constructive or actual knowledge of an actual or potential legal proceeding being brought against Vendor that could materially adversely affect performance of this Contract; and that entering into this Contract is not prohibited by any contract, or order by any court of competent jurisdiction.
- e) Compliance with the Copeland “Anti-Kickback” Act
- i. Vendor shall comply with 18 U.S.C § 874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. pt. 3 as may be applicable, which are incorporated by reference into this contract.
  - ii. Subcontracts. Vendor or subcontractor shall insert in any subcontracts the clause above and such other clauses as HUD may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.
  - iii. Breach. A breach of the contract clauses above may be grounds for termination of the contract, and for a debarment as a Vendor and subcontractor as provided in 29 C.F.R. § 5.12.
- f) Vendor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387), and will report violations to the Regional Office of the Environmental Protection Agency (EPA).
- g) Vendor warrants, pursuant to 40 U.S.C. 3702 of the Contract Work Hours and Safety Standards Act, when the contract exceeds \$100,000 and involves the employment of mechanics or laborers, it is in compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Vendor warrants it computes the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation.

#### **4.10 NC COVID-19 VACCINATION AND TESTING POLICY**

Executive Order 224, signed by Governor Cooper on July 30, 2021, requires all state employees and contractors who may enter facilities at Cabinet Agencies or other participating State Agencies to provide proof of full vaccination or a negative Covid test result within the last seven (7) days. Contractors must follow the requirements of this policy to ensure that their employees are: (1) fully vaccinated or tested weekly, and (2) wearing face coverings where required at Agency facilities.

#### **4.11 FEDERAL COVID-19 VACCINATION REQUIREMENT**

President Biden issued Executive Order 14042 requiring that all employees working on or in connection with a federal contract be fully vaccinated against COVID-19. By responding to this solicitation, Vendor acknowledges and agrees to comply with the federal COVID-19 vaccination requirements.

## **5.0 SCOPE OF WORK**

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### **5.1 GENERAL**

NCORR requests proposals from qualified Vendors to provide at least the following expert administrative services to the existing State staff with at least the levels of experience, abilities, and expertise identified below. Vendor and its employees, officers and



executives, and subcontractors, if any, shall be independent Vendors and not employees or agents of the State. The Agreement shall not operate as a joint venture, partnership, trust, agency or any other similar business relationship.

**Vendor shall demonstrate in its proposal response how it meets the following requirements and how it will measure success.**

Vendor personnel provided under this RFP shall be available between the hours of 8:00 AM – 5:00 PM Eastern Time to the NCORR staff. NCORR may require some roles to report to office space, to be provided by NCORR for the awarded Vendor, at the discretion of NCORR and based on the needs of NCORR staff. NCORR offices are principally located in Durham, NC although some roles may require work performed in the field or at designated work centers throughout disaster impacted areas of the state. A list of work centers may be found at <https://www.rebuild.nc.gov/homeowners-and-landlords/homeowner-recovery-program/application-centers>.

The need for full-time Vendor assistance listed under each task below are estimates based on anticipated current needs. NCORR reserves the right to request a level of effort that is greater or lesser than these estimates, including the possibility of requiring additional categories. Upon award, NCORR and the awarded Vendor may finalize a project work plan.

Vendor must identify the personnel to be assigned to the project, including the organizational structure, and each person’s area of responsibility. Vendor must ensure that personnel proposed are uniformly assigned to a distinct position in the Scope of Work throughout its response. Resumes and Bios for each professional assigned to this project are also required. Vendor must have sufficient and qualified staff immediately available to enter into a contract under this RFP and to manage any work called for in the RFP.

Vendor shall propose two staff for each item in the Scope of Work, one as “primary” and one as “secondary.” The same personnel cannot be proposed for greater than one position. All staff proposed must be available to begin work immediately upon award. The selected Vendor shall be notified upon award which personnel are accepted per position. NCORR may evaluate all “Primary” and “Secondary” personnel and accept personnel for a Task not proposed by Vendor.

For Task 12.b through Task 12.f “As-Needed” services only, a workplan proposed by the Vendor describing how these services will be provided must be provided in lieu of resumes. Workplans must identify a point of contact or lead to be provided by the Vendor to ensure these as-needed services are executed successfully. NCORR will approve any proposed workplan and reserves the right to approve all, a portion, or a modification to Vendor’s workplan for the selected Vendor.

By executing this RFP Vendor acknowledges that it agrees with the following statement: “The personnel included in this proposal are not subject to any non-competition agreement that would prevent them from accepting any offer of employment from the North Carolina Office of Recovery and Resiliency.”

NCORR will be using Salesforce as the System of Record (SOR). NCORR will be providing the management of this system, but the awarded Vendor shall use the State’s SOR. NCORR will be using additional systems for financial management and reporting. The awarded Vendor may be asked to help in setting up new systems, separate from the SOR, for financial management, reporting, and other needs as identified by NCORR staff.

Vendor’s proposal response for this project must contain evidence of Vendor’s experience and abilities in the specified area and other disciplines directly related to the proposed service.

Additional information on the projects that are currently planned can be found on NCORR’s website in NCORR’s CDBG-DR and CDBG-MIT Action plans. This can be found at: <https://rebuild.nc.gov/action-plans/>.

## 5.2 TASKS / DELIVERABLES

For this RFP, NCORR requires Vendor to provide the following associated expertise and work requirements.

In its response, the state requires that Vendors propose two (2) resumes, one as “Primary” and one as “Secondary” for each individually identified item in Task 1 through Task 12.a as seen specifically in Attachment A: Pricing table. (e.g. Task 1 requires two staff, therefore Vendor shall provide two primary and two secondary resumes.)

### Task 1

Two (2) Disaster Recovery Grant Reporting System (DRGR) Support Staff – at a minimum, Staff shall be responsible for the following:

- a. Assisting in developing, maintaining, and managing the State’s DRGR system for NCORR in accordance with the



## State's Action Plan.

- i. The Support Staff must have knowledge and understanding of the DRGR system with the ability to revise the existing North Carolina DRGR Action Plan and budget. The Staff member shall generate and submit quarterly performance reports for review.
- b. Assisting in the distribution of DRGR access across NCORR staff as requested.
- c. Developing best practices and process flow charts for reimbursement packet review, draw request review, and check processing and disbursement that ensure proper quality control, meet HUD's requirements for documentation, and meet NCORR-directed ongoing timelines for draw request review and payment.
- d. Developing Quarterly Progress Reports (QPR's) for State staff review.
- e. Providing in-depth ongoing training to State staff on 2 CFR Part 200 and all HUD and federal cross-cutting regulations required for establishing systems and process flow charts that will meet HUD compliance.
- f. Providing guidance on NC's policies and procedures for reimbursement request review regarding HUD guidelines, and help in the revision of existing draw procedures.
- g. Producing draw-down requests for review and approval in DRGR.
- h. Providing technical assistance and training to NCORR on the requirements for use of DRGR.
- i. Providing NCORR, or the Department of Public Safety (DPS), with financial procedural support related to processing, reviewing, and drawing reimbursement requests through DRGR.
- j. Providing training to state, contract, or local staff.
- k. Assisting with other program needs, if requested.

The DRGR Support Staff should have a minimum of three years direct experience in DRGR management and/or CDBG-DR financial management, demonstrated expertise in DRGR Action Plan development, experience in producing Quarterly Performance Reports, or a combination of skills and experience.

## **Task 2**

One (1) **Relocation Specialist** – At a minimum, Relocation Specialist shall be responsible for supporting NCORR in the design and implementation of relocation programs, including the Temporary Relocation Assistance (TRA) program and all required Uniform Relocation Act (URA) policies and procedures. This may include:

- a. Drafting and revising TRA/URA Standard Operating Procedures and Policies and workflow diagrams.
- b. Providing expertise to inform NCORR and NCORR's SOR developers with building or modifying workflow modules in the SOR. Skills sought include policy and programmatic expertise to inform NCORR and NCORR's developers of best practices and do not include SOR development skills.
- c. Assisting with the execution of the TRA program in accordance with the SOP. Assisting with the execution of the URA program in accordance with the SOP.
- d. Conducting reviews of TRA and URA applications for financial, programmatic, and data integrity.
- e. Coordinating with vendors to troubleshoot eligibility and benefit issues.
- f. Overseeing the mailing and tracking of required notices.
- g. Providing assistance on URA and TRA applicability and execution across multiple programs.
- h. Monitoring URA compliance.
- i. Providing training to state, contract, or local staff.
- j. Assisting with other program needs, if requested.

The Relocation Specialist should have a minimum of three years direct experience in HUD program and/or CDBG-DR URA processes for a State grantee or sub-recipient with similar scope of service needs to North Carolina. The *Relocation Specialist* should already have expertise in CDBG-DR regulations and URA regulations.

## **Task 3**

One (1) **Buyout Subject Matter Expert** – The Buyout Subject Matter Expert shall provide Subject Matter Expertise in the implementation of a CDBG-DR/MIT buyout program. This may include:

- a. Assisting in the development of Disaster Risk Reduction Areas (DRRA's) in coordination with State staff.
- b. Providing expertise to inform NCORR and NCORR's SOR developers with building or modifying workflow modules in the SOR. Skills sought include policy and programmatic expertise to inform NCORR and NCORR's developers

- of best practices and do not include SOR development skills.
- c. Helping launch application intake and communication strategy with applicants within DRRAs.
- d. Assisting in the development of NCORR's Buyout manuals, procedures, and policies.
- e. Provide Subject Matter Expertise to NCORR staff regarding program improvements and Action Plan revisions.
- f. Ensuring all buyout and acquisition activities are in compliance with NCORR policies and procedures, manuals, HUD and cross-cutting Federal regulations, and State law.
- g. Assisting in the implementation in all aspects of the Buyout program from applicant intake to closeout.
- h. Attending on-site meetings with local buyout participants, stakeholders, and sub-recipients.
- i. Providing training to state, contract, or local staff.
- j. Assisting with other program needs, if requested.

The Buyout Subject Matter Expert should have a minimum of three years' experience managing a buyout or acquisition program for a CDBG-DR grantee or sub-recipient of equivalent size to North Carolina.

#### **Task 4**

Six (6) **Quality Assurance/Quality Control Specialists** – The Quality Assurance/Quality Control Specialists shall provide internal quality assurance and quality control functions and provide training to existing and new NCORR staff. This may include:

- a. Providing expertise to inform NCORR and NCORR's SOR developers with building or modifying workflow modules in the SOR. Skills sought include policy and programmatic expertise to inform NCORR and NCORR's developers of best practices and do not include SOR development skills.
- b. Quality Assurance/Quality Control Specialists at a minimum shall be responsible for the following:
  - i. Developing a monitoring plan.
  - ii. Conducting risk assessments.
  - iii. Drafting monitoring reports with detailed Findings and Concerns.
  - iv. Monitoring NCORR's programs and subrecipients for compliance according to NCORR's policies and procedures, NC state law, and HUD and cross-cutting Federal regulations.
  - v. Conducting on-site monitoring visits with the State's subrecipients for all procurement, financial, construction and other activity.
  - vi. Checking for quality and compliance all the products completed by the State's recovery efforts as well as firms procured by subrecipients, including awards, environmental reviews, inspections, and all other outputs as requested.
  - vii. Monitoring and tracking all changes to NCORR's policies and procedures, Action Plans, manuals and checking all policy changes for State and Federal regulations compliance.
  - viii. Provide Technical Assistance to subrecipients.
  - ix. Interfacing with NCORR's internal training team to describe all changes made to policies and procedures.
  - x. Providing training to state, contract, or local staff.
  - xi. Assisting with other program needs, if requested.

Quality Assurance/Quality Control Specialists should have demonstrated expertise in single-family recovery programs including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR's Housing Manual, available at [rebuild.nc.gov](http://rebuild.nc.gov), including but not limited to buyout, small rental repair, and multifamily new construction, demonstrated expertise in other programs as defined by the State's Action Plan, and in programs that support the eligibility determination of housing programs, including but not limited to infrastructure, economic development, environmental review, damage assessments and site-specific environmental reviews.

The Quality Assurance/Quality Control Specialists should each have a minimum of three years' experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.

## **Task 5**

Ten (10) **CDBG-DR/MIT Planning and Policy Subject Matter Experts** (SMEs) – Services provided by the SMEs will include, but are not be limited to, drafting program policies, standard operating procedures, job aids, guidebooks, forms, field memoranda and guidance documentation for NCORR review and approval. SMEs shall be provided for eight (8) areas of need identified by NCORR. The SMEs will work with NCORR staff to recommend refinements to operation, documents, and policy to support the consistent and efficient implementation of federal requirements, and to assist with HUD reporting requirements. The SME will support NCORR staff during HUD monitoring visits. The SMEs will provide a number of services including reviewing requests for information from implementation staff which require interpretations of program policy based upon case specific facts; providing training to NCORR staff and NCORR vendor personnel; conducting analyses on current processes and working with NCORR team leads to identify, document and prioritize process improvements; monitoring construction and application processing to identify the root causes of production bottlenecks and providing technical assistance to NCORR staff to increase production levels; developing and issuing Process Improvement Implementation Plans; and assisting NCORR staff with ongoing planning related to future disaster response. The SMEs shall provide subject matter expertise for CDBG-DR/MIT program planning and Action Plan development. The SMEs shall at a minimum be responsible for:

- a. Administrative support and assistance for CDBG-DR/MIT Action Plans content for NCORR staff review and approval, including original Action Plans and Action Plan Amendments.
- b. Analyzing FEMA and other data to inform the State’s Unmet Need Analysis for Action Plans and/or Substantial Action Plan Amendments.
- c. Compiling, editing, analyzing data with expert understanding of CDBG-DR/MIT best practices to provide recommendations to NCORR staff.
- d. Interfacing with NCORR senior staff to provide recommendations for Action Plan design and policy revisions.
- e. Analyzing data to develop Unmet Needs and associated recommendations for the best use of available funding. Writing programs in Action Plans to address Unmet Needs and make best use of available funding.
- f. Providing subject matter expertise on housing programs, mitigation activities, buyout and acquisition programs, infrastructure programs, and all other CDBG-DR/MIT funded recovery activities as needed.
- g. Drafting and revising NCORR Policies and Procedures in accordance with the State Action Plan, State and Federal Laws, Federal Registers, Cross-Cutting Federal requirements, and all other guiding or statutory requirements as needed.
- h. Providing subject matter expertise in CDBG-DR/MIT application intake and processing.
- i. Interpreting HUD guidance, including HUD statutory requirements, in the implementation of CDBG-DR/MIT programs.
- j. Providing expertise to inform NCORR and NCORR’s SOR developers with building or modifying workflow modules in the SOR. Skills sought include policy and programmatic expertise to inform NCORR and NCORR’s developers of best practices and do not include SOR development skills.
- k. Providing training to state, contract, or local staff.
- l. Assisting with other programs, if needed.

### ***Specific SME positions for Task 5:***

#### **Task 5.a**

##### **One (1) Finance and Compliance SME.**

The Finance and Compliance SME must have direct experience managing financial controls for a Grantee, developing accounting and budgeting plans and processes, experience in monitoring and compliance, or a combination of skills and expertise to provide expert administrative support to NCORR’s Finance and Compliance division. The Finance and Compliance SME will assist in policy development and monitoring the following; program development and review, process flow, implementation plan and certification development, Anti Fraud Waste and Abuse policy development and implementation, Davis Bacon requirements, Personally Identifying Information policy development and implementation, cross-cutting federal requirements, all other Finance and Compliance-related policy and program needs, will assist in ensuring that CDBG-DR/MIT funded programs conform to fair housing requirements and other cross-cutting requirements set in 24 CFR Part 570 Subpart K and other requirements, and should be able to demonstrate substantial experience with

these requirements during evaluation.

The Finance and Compliance SME should have three (3) years direct experience in CDBG-DR financial management for a CDBG-DR grantee of equivalent or greater size to North Carolina. The Finance and Compliance SME should have experience authoring financial policies and procedures in accordance with cross-cutting federal regulations for a CDBG-DR grantee.

#### **Task 5.b**

##### Two (2) Housing Programs SMEs

Housing Programs SMEs must have demonstrated expertise in single-family (rehabilitation, reconstruction, MHU rehabilitation or replacement, reimbursement, and elevation) CDBG-DR housing program implementation. Housing SMEs may be tasked with specific projects or focus areas determined by NCORR, such as temporary relocation assistance, recovering homeowner storage solutions, and other areas of need. For such tasks Housing SMEs may be tasked with logistics, invoicing, and applicant service to ensure timely delivering of housing programming. Housing SME should have expertise in data analysis, Action Plan development, HUD-compliant policy generation, previous experience generating policies and procedures for a CDBG-DR grantee or sub-recipient of equivalent or greater scope of service or size to North Carolina, demonstrated expertise in policy generation or implementation of CDBG-DR single-family housing programs, or a combination of skills and experience in CDBG-DR policy generation or implementation specific to single-family programs.

Housing Programs SME should have a minimum of three years direct experience in CDBG-DR single-family program policy and/or implementation for a grantee or sub-recipient of equivalent or greater scope of service and size to North Carolina. Housing Programs SME should have strong writing and communication skills, organizational skills, substantial knowledge of NCORR's single-family housing program, ability to interpret complex regulations, Federal Register notices, duplication of benefits policy, and make policy and program recommendations to NCORR staff.

#### **Task 5.c**

##### Two (2) Planning SMEs

The Planning SME must have demonstrated expertise in data analysis, Action Plan development, HUD-compliant policy generation, previous experience generating policies and procedures for a CDBG-DR grantee or sub-recipient of equivalent or greater scope of service or size to North Carolina, demonstrated expertise in policy generation or implementation of CDBG-DR single-family housing programs, infrastructure programs, buyout/acquisition programs, or a combination of skills and experience in CDBG-DR policy generation or implementation.

The Planning SME will focus on the development and maintenance of the State Action Plan for CDBG-DR/MIT grants including Substantial Amendments, should have expertise in GIS (ArcGIS) and mapping analysis to define DRRAs, produce visual aids through various industry-standard mapping tools, and will assist in all data analysis and visual analytics tool generation and production. NCORR may not provide access to GIS or mapping tools, Vendor shall make these tools available to at least the Planning SME at no additional cost to NCORR.

Planning SME should have a minimum of three (3) years direct experience in CDBG-DR program policy and/or implementation, and should have experience drafting original Action Plan content for grantee or sub-recipient of equivalent or greater scope of service and size to North Carolina.

#### **Task 5.d**

##### One (1) Construction SME

The Construction SME shall develop, draft, and maintain NCORR's cross-cutting construction requirement policies and procedures for single family, multi-family, and community development or infrastructure projects. Construction SME should have substantial knowledge of NCORR's policies and practices related to construction, and may draft and maintain Standard Operating Procedures related to construction practices. The Construction SME may be tasked with tracking construction completion on community development and infrastructure projects and is expected to ensure NCORR funded projects maintain full compliance with construction related cross-cutting requirements, such as Davis-Bacon and Related Acts (DBRA), HUD Section 3, and others. The Construction SME may be asked to conduct additional work as needed to assist in effective monitoring, reporting, and completion of construction projects.

Construction SME should have a minimum of three (3) years direct experience in the design or implementation of a Small Rental program of equivalent size or scope to North Carolina. Knowledge of mitigation best practices and floodplain management is highly desirable.

**Task 5.e**

One (1) **Affordable Housing SME**

The Affordable Housing SME will develop and maintain NCORR's policies and procedures for the Affordable Housing program. Affordable Housing SME should have experience in CDBG-DR New Construction, Single-Family programs, multifamily programs, housing projects funded in whole or in part with CDBG-DR/MIT including LIHTC projects, or a combination of skills and experience in CDBG-DR implementation to qualify the SME to design and assist in the implementation of the Affordable Housing program.

The Affordable Housing SME should have a minimum of three (3) years direct experience in designing or implementing housing programs for a CDBG-DR grantee of equivalent or greater size to North Carolina.

**Task 5.f**

One (1) **Code Enforcement SME**

Code Enforcement SME will assist in the design and implementation of NCORR's Code Enforcement programs, drafting program Policies and Standard Operating Procedures for the program, and assisting in program implementation as needed. May also interface with local code enforcement offices to ensure compliance with local code enforcement and permitting requirements.

The Code Enforcement SME should have a minimum of three (3) years direct experience in the development of CDBG-DR programs related to Housing or Construction management, public service delivery using CDBG-DR funds, or direct experience forming agreements and processes with subrecipients and managing subrecipient agreements.

**Task 5.g**

One (1) **Communication Services SME**

Communication Services SME will assist NCORR in the design and implementation of effective communication campaigns, including social media, email, and print media campaigns to increase awareness of NCORR activities. Communication Services SME will also assist in the copy editing and accessibility of NCORR generated manuals, guides, policies, and other documents intended for public consumption. This task shall also ensure Section 508 compliance and coordinate translation services, as needed.

The Communication Services SME should have a minimum of three (3) years direct experience in editing and/or design work, including graphic design, for a public entity similar to NCORR.

**Task 5.h**

One (1) **Closeout SME**

Closeout SME will assist NCORR in the design and implementation of project by project closeout as well as programmatic closeout of NCORR activities. Closeout activities include practical policy generation and implementation, system of record business needs development for closeout, advising on individual applicant and participant issues as they relate to closeout, and DRGR system closeout assistance.

The Closeout SME should have a minimum of three (3) years direct experience in CDBG-DR/MIT, with an emphasis on closeout activities.

**Task 6**

Three (3) **CDBG-DR Environmental Review Specialists** — Services provided by the CDBG-DR Environmental Review Specialist may include but are not limited to:

- a. Documenting program compliance with federal environmental regulations including NEPA.
- b. Providing expertise to inform NCORR and NCORR's SOR developers with building or modifying workflow modules in the SOR. Skills sought include policy and programmatic expertise to inform NCORR and NCORR's developers of best practices and do not include SOR development skills.
- c. Reviewing area-wide (Tier 1) environmental review records prepared by NCORR's contractors for compliance and accuracy.
- d. Reviewing site-specific environmental reviews prepared by NCORR's contractors for compliance and accuracy.
- e. Providing environmental Subject Matter Expertise in all of North Carolina's Action Plan-defined programs including but not limited to housing programs, buyouts and acquisitions, and infrastructure repair.
- f. Providing training to state, contract, or local staff.
- g. Assisting with other programs, if needed.

The Environmental Review Specialist should have a minimum of three years direct experience in providing environmental review Subject Matter Expertise for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina. Consultant should have prior experience authoring or reviewing area-wide (Tier 1) environmental review records and authoring or reviewing site-specific (Tier 2) environmental reviews.

**Task 7**

One (1) **CDBG-DR Infrastructure Specialist** – Services provided by the CDBG-DR Infrastructure Specialist shall include but are not limited to:

- a. Providing expertise to inform NCORR and NCORR's SOR developers with building or modifying workflow modules in the SOR. Skills sought include policy and programmatic expertise to inform NCORR and NCORR's developers of best practices and do not include SOR development skills.
- b. Preparing, updating, and maintaining Infrastructure policy manuals, operational procedures, and workflow diagrams.
- c. Providing training to state, contract, or local staff to ensure program compliance.
- d. Providing Infrastructure Subject Matter Expertise in all of North Carolina's Action Plan-defined programs including but not limited to housing programs, buyouts, and acquisitions.
- e. Providing training to state, contract, or local staff.
- f. Assisting with other programs, if needed.

The Infrastructure Specialist should have a minimum of three years direct experience in providing infrastructure Subject Matter Expertise for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina. Infrastructure Specialist should have prior experience authoring CDBG-DR infrastructure policies and/or implementing CDBG-DR infrastructure programs.

**Task 8**

One (1) **Reporting Specialist** – Services provided by the Reporting Specialist shall include but are not limited to:

- a. Program management of a public reporting portal aggregating disaster spending and project information to inform the public.
- b. Assist in the drafting, maintenance, and delivery of programmatic production reports within the State's System of Record (Salesforce) as needed.
- c. Assist in the generation of reporting metrics, reporting tools, visual analytics, and special projects as needed.
- d. Providing training to state, contract, or local staff.
- e. Assisting with other programs, if needed.

The Reporting Specialist should have a minimum of three years direct experience in providing reporting or business analytics



solutions to a CDBG-DR grantee. The Reporting Specialist should have experience in the use of Salesforce, GIS, and other industry standard reporting tools.

### **Task 9**

Two (2) **Housing Recovery Program Specialist** – Services provided by the Housing Recovery Program Specialist shall include but are not limited to:

- a. Provide expert administrative support to the NCORR Program Management Office in administering the Housing Recovery Program (HRP).
- b. Review and maintain policies; draft original Standard Operating procedures to implement NCORR policies.
- c. Develop Quality Control checklists and procedures; review HRP awards, eligibility determinations, duplication of benefits calculations, inspection reports, etc. for quality and adherence to policy and procedure. Provide key administrative support for all phases of the HRP to ensure quality.
- d. Provide reports to the Program Management Office on eligibility trends, provide support to correct errors in award determinations and implementation of the program.
- e. Work closely with the Program Management Office and the Business Systems office to review the System of Record business needs; develop User Stories, design new processes for program staff use of the System of Record and coordinate with System of Record developers to make process and system improvements.
- f. Assist with all aspects as directed to provide expert administrative support for the HRP.
- g. Assist in the generation of reporting metrics, reporting tools, visual analytics, and special projects as needed.
- h. Providing training to state, contract, or local staff.
- i. Assisting with other programs, if needed.

The Housing Recovery Program Specialist shall perform all services necessary to assist an applicant with relocation services, including ordering, scheduling, and coordinating with moving services, offsite and onsite storage services, booking and coordinating with hotels, motels, and other accommodations including lease agreements in accordance with NCORR relocation policies. Vendor shall coordinate with the proposed vendor identified in Task 11 above to coordinate payment of these items. Services and items secured by the logistical work for this task shall be reimbursed at cost in accordance with NCORR policy.

The Housing Recovery Program Specialist should have a minimum of three years direct experience in program management of a Housing Recovery Program for a CDBG-DR grantee, or quality control and quality assurance experience for a CDBG-DR grantee.

### **Task 10**

Vendor shall be responsible for conducting inspections and developing scopes of work using Xactimate that meet all Federal, State, HUD and NCORR regulations including but not limited to Energy Star, Green Building Standards, local building codes, and HUD housing regulations. Vendor shall ensure inspectors are fully trained and develop Estimated Cost of Repairs (ECRs) and Damage Repair Verification (DRV) in one site visit to ease the burden on applicants. Inspections may be required across several NCORR funded programs but primarily focuses on the Homeowner Recovery Program.

Lead-based paint inspections include a visual assessment and collection (subsequent analysis) of environmental samples for settled dust. Asbestos containing material (ACM) testing includes the survey, identification and assessment of the condition of ACM in designated areas, the recording and reporting thereof, and the collection of bulk samples of asbestos or suspected ACM for laboratory analysis. In providing these services, the Vendor shall adhere to the regulations promulgated by the State of North Carolina and local county regulations. The Vendor shall be fully familiar with these regulations, as well as related federal regulations such as 40 CFR Part 763 (Asbestos Containing Material in Schools), 40 CFR Part 1926.1101 (Construction) and 40 CFR Part 61 (Subpart M) (Hazardous Air Emissions), as may be applicable. Testing for ACM requires the Vendor to deploy a North Carolina accredited asbestos inspector. The inspector shall perform asbestos surveys consisting of both visual and written inspection of the location, quantity, friability, condition of suspected ACM and the collection of samples from suspected ACM utilizing sampling methods found in North Carolina State Law. The Vendor shall take photographs deemed necessary by the inspector to document the location and condition of suspect ACM. Vendor may

need to order the services of environmental laboratories to determine the results of an environmental inspection. Vendor shall account for the cost of such services in the response to this RFP.

#### **Task 10.a**

##### One (1) Inspection Lead

Services provided by the Inspection Lead shall include but are limited to:

- a. Supervise the work product and delivery of services of the Inspection Specialist team, detailed below.
- b. Coordination and scheduling of inspections as required by Inspection Specialists, detailed below.
- c. Develop standard operating procedures and contribute to program policy design to improve inspection process outcomes.
- d. Ensure scheduling and delivery of environmental hazard inspections, including inspection test results for lead-based paint and asbestos containing materials.
- e. Ensure timely delivery of all inspected properties.
- f. Ensure full QA/QC review on all inspection records to establish quality work before submitting the file to NCORR.
- g. Answer questions and facilitate communication between the inspection team and other NCORR teams.

The Inspection Lead should have a minimum of three years of CDBG-DR damage inspection experience or similar.

#### **Task 10.b**

##### Ten (10) Inspection Specialists

Services provided by Inspection Specialist shall include but are not limited to:

- a. Visual inspection of property damage.
- b. Record and upload photographic evidence of all repairs or damages including roofs, crawl spaces, and attics.
- c. Photographically record high water marks per property inside and outside of the impacted structure.
- d. DRV- Estimate of all work completed using Xactimate.
- e. ECR- Estimate of work to be completed using Xactimate to meet HQS and all applicable Federal, State, and local codes and regulations.
- f. Mold inspections, testing and scoping activities.
- g. Lead-based paint inspections, testing and scoping.
- h. Asbestos containing materials inspections, testing, and scoping.
- i. Radon inspections, testing and scoping activities.
- j. Vendor must provide services to assess whether structural damages must be referred to an engineer and subsequently must develop an ECR for structural damage, if deemed necessary by an engineer.
- k. Performing vacancy inspections for property prepared for NCORR buyout activity and securing vacant property.
- l. Upload of all inspection data and evidence to the file in the System of Record.

The Inspection Specialist(s) should have a minimum of one year of CDBG-DR damage inspection experience or equivalent. Inspection Specialists and the Inspection Lead provided by the vendor are expected to maintain access to the Xactimate platform and the vendor must ensure such access. NCORR must have full access and ownership of all Xactimate estimates, reports, supplemental information, and other data generated during or due to an inspection or upon specific tasks or requests produced by NCORR staff. Inspection Specialists are expected to work in the field for a substantial amount of their effort. Therefore the Vendor is encouraged to become familiar with the ReBuild NC Center locations and plan capacity around those center locations in its response.



**Task 11**

To facilitate the timely delivery of NCORR services, the Vendor shall provide turnkey services to support the NCORR Finance and Accounting division.

Vendor shall be responsible for coordinating with NCORR leadership to continuously assess staff needs over time to provide appropriate service as payment volume fluctuates. Vendor will also be responsible for providing any management software, systems, or other business solutions to increase program efficiency. Vendor shall provide direct accounting and payment processing as directed including the generation and delivery of physical checks to payees. Vendor may also facilitate collection of duplication of benefit (DOB) payments in the form of escrow paid by a recovering homeowner or by other mechanism to be developed in coordination with NCORR, such as a payment plan or other arrangement. NCORR-approved costs to support these solutions would be reimbursed against the total Not-to-Exceed value of the contract and shall not be included in Attachment A: Pricing.

This task includes two support roles to manage completion of this item.

**Task 11.a**

One (1) Accounting Manager – Vendor shall designate a single responsible staff for all Accounting needs. Responsibilities include, but are not limited to:

- a. Oversee the development of accounting services to include:
  - a. The disbursement of payments to program vendors, beneficiaries, and other payees and
  - b. The receipt, deposit, general management, and reporting of program applicant escrow payments, including payment plans and other methods developed by NCORR for the collection of receivables from program beneficiaries.
- b. Coordinate directly with NCORR leadership, NCORR Finance, DPS Controller, and external partners as needed.
- c. Manage systems access for staff, provide business practice solutions to expedite payments and manage the collection of escrow receipts, train accounting staff and maintain efficiency of accounting staff, and maintain internal controls consistent with Generally Accepted Accounting Principles (GAAP).
- d. Coordinate with NCORR Finance, DPS Controller, the NC Office of State Controller, and the NC Department of State Treasury regarding the design of state checks, managing electronic funds transfer payments, and providing positive pay files to the state's core banking system of the State Treasury.
- e. Develop process improvement plans including the procurement and delivery of new management software, as approved.
- f. Manage workflows for payment processing and distribution and the receipt and deposit of escrow funds.
- g. Direct the gathering of needed information to:
  - a. Remit payment to vendors and program beneficiaries and organize payment data to assist NCORR Accounting in its effort to remit payments.
  - b. Receive escrow payments from program beneficiaries and manage the deposit of these receivables.
- h. Assist NCORR leadership, staff, and other HOPE Program resources as requested.
- i. Other duties as assigned.

The Accounting Manager should have a minimum of three years direct experience in CDBG-DR financial management or equivalent and demonstrated experience leading a financial management operation of a similar size and scope of NCORR's CDBG-DR and CDBG-MIT grants.

**Task 11.b**

Three (3) Accounting Supervisors – Responsibilities include, but are not limited to:

- a. Manage data entry and data collection to process and management accounts payable and accounts receivable activities, including daily deposits.
- b. Directly key data, process reports, manage upload and import or export of batch reports to provide payables and receivables information
- c. Other duties as assigned.

The Accounting Supervisor should have a minimum of three years direct experience in CDBG-DR financial management or equivalent.

**Task 11.c**

One (1) IT Systems Manager – Responsibilities include, but are not limited to:

- a. Supervises the delivery, configuration, development, enhancement, and revisions of a management system(s) to facilitate processing program payments and the collection and deposit of beneficiary escrow payments.
- b. Provide Standard Operating Procedures, workflows, and job aids for the processing of payables and receivable through the vendor provided management system.
- c. Advise the NCORR Accounting and Business Systems and Reporting Teams
- d. Assign work to IT Technicians, maintaining productivity and distribution of payment processing over time.
- e. Support direct payment processing and the collection of program receivables, as needed.
- f. Other duties as assigned.

The IT Systems Manager should have a minimum of three years direct experience in IT Systems Management as it relates to payment processing for a financial management operation of a similar size and scope of NCORR’s CDBG-DR and CDBG-MIT grants.

**Task 11.d**

Two (2) IT Technicians – Responsibilities include, but are not limited to:

- a. Conduct system configuration, development, enhancement, and revision activities for the vendor-delivered management system to facilitate processing program payments and the collection and deposit of beneficiary escrow payments.
- b. Provide ongoing maintenance and support to the vendor-delivered management system(s).
- c. Support the processing of program payments through importing and import or export of batch reports to provide payment information.
- d. Support the collection, processing, and deposit of program receivables.
- e. Other duties as assigned.

The IT Technician should have a minimum of three years direct experience in IT Systems Management.

**Task 11.e**

One (1) Mail Processing Supervisor – Responsibilities include, but are not limited to:

- a. Supervises the printing and mailing of physical checks through the United States Postal Service.
- b. Provide all software systems and equipment necessary for the printing of checks and inserts as needed.
- c. Manage the requisition and inventory of all supplies necessary to conduct check printing, including check stock, postage, envelopes, and potential inserts.

- d. Oversee ongoing maintenance and support of printing and mailing systems and equipment.
- e. Assign work to Mail Processing Technicians, maintaining productivity and distribution of physical checks over time.
- f. Other duties as assigned.

The Mail Processing Supervisor should have a minimum of three years of check delivery, logistics, and requisition experience for a financial management operation of a similar size and scope of NCORR's CDBG-DR and CDBG-MIT grants.

#### **Task 11.f**

Two (2) Mail Processing Technicians – Responsibilities include, but are not limited to:

- a. Conduct the printing and mailing of physical checks through the United States Postal Service.
- b. Requisition all supplies and manage inventory necessary to conduct check printing, including check stock, postage, envelopes, and potential inserts.
- c. Oversee ongoing maintenance and support of printing and mailing systems and equipment
- d. Maintain productivity and distribution of physical checks over time.
- e. Other duties as assigned.

The Mail Processing Technician should have a minimum of three years of check delivery, logistics, and requisition experience.

#### **Task 12**

In addition to staff augmentation services, NCORR requires certain skill sets which are not expected to be a full-time commitment. These services are expected to be delivered as needed and upon request by NCORR. The vendor is expected to maintain a relationship with these service providers to be able to order these services in a timely manner.

##### **Task 12.a**

As-Needed **Project Managers** – The Project Manager(s) may be responsible for assisting NCORR staff with project management to support the development, coordination, and operation of NCORR's programs. The Project Manager(s) will be used to provide staff augmentation in areas where internal resources are limited, on an as-needed basis.

The Project Manager(s) should have a minimum of three years of CDBG-DR project management experience or equivalent. Prior experience in CDBG-DR housing programs is preferred.

##### **Task 12.b**

As-Needed **Property Appraisals** – An appraisal of the current fair market value of certain properties may be required by NCORR as needed. The appraisal shall be conducted by an individual that is a certified general appraiser in the State of North Carolina. The appraisal must be in accordance with the most recent Uniform Standards of Professional Appraisal Practices (USPAP) guidance and the current fair market value shall be reported using the Uniform Residential Appraisal Report (Form 1004) for residential property. Other forms may be required for other appraisal methods. Appraisals may be performed on single-family residential property, multi-family residential property, vacant land, and commercial/non-residential property.

##### **Task 12.c**

As-Needed **Boundary Surveys** – Vendor shall be responsible for conducting boundary surveys that meet all Federal, State, local, HUD, and NCORR regulations and requirements. Appraisals shall include an identification of all encumbrances or easements on the property through the boundary survey, as well as provide an analysis as to whether any present encumbrances or easements affect an applications eligibility and the necessary steps to address and remediate any encumbrances or easements, as required.

**Task 12.d**

As-Needed **Title Services** – Vendor shall provide title services management in accordance with NCORR approved policies and procedures. Specific services include title search, securing title insurance commitments, performing basic title curative work to resolve issues that impact merchantability or transferability of property in accordance with NCORR policies, issuance of an owner’s title policy in accordance with NCORR policies and procedures, preparing deeds – including any required restrictive covenants – and ensuring deeds are recorded at the Office of the Register of Deeds for the county of residence where the property is located. Title services must be executed by a North Carolina State licensed attorney in accordance with the American Land Title Association (ATLA) standards.

**Task 12.e**

As-Needed **Short Sale and Closing Services** – Vendor shall perform all services necessary to complete Short Sale Negotiations for applicants as requested by NCORR. Services include but are not limited to communicating with property owners as needed to facilitate the short sale, communicating with all mortgage lenders and lien holders, and communicating with all municipalities as needed. Vendor shall also perform all services necessary to close and execute Offers with applicants and legally convey properties from applicants to the unit of local government. Services include but are not limited to in-person consultations to explain the offer and property conveyance process, generating and executing purchase agreements and closing documentation, and ensuring that all state and local laws are followed in the execution of real estate closings.

**Task 12.f**

As-Needed **Eligibility and Benefits Verification Services** – Vendor shall perform all services necessary to verify income and benefits information for NCORR program participants through third-party services. Such services include Equifax “Work Number” services, IRS Tax Transcript verification services, Employment Verification Services, or other similar services to verify income. Benefit verification services include consumer report services to verify insurance claims, such as LexisNexis verification services or similar, as well as other tools and services to verify benefits information for NCORR program participants.

**5.3 ACCEPTANCE OF WORK**

In the event acceptance criteria for any work or deliverables is not described in contract documents or work orders hereunder, the State shall have the obligation to notify Vendor, in writing ten (10) calendar days following completion of such work or deliverable described in the Contract that it is not acceptable. The notice shall specify in reasonable detail the reason(s) it is unacceptable. Acceptance by the State shall not be unreasonably withheld; but may be conditioned or delayed as required for reasonable review, evaluation, installation or testing, as applicable of the work or deliverable. Final acceptance is expressly conditioned upon completion of all applicable assessment procedures. Should the work or deliverables fail to meet any requirements, acceptance criteria or otherwise fail to conform to the contract, the State may exercise any and all rights hereunder, including, for deliverables, such rights provided by the Uniform Commercial Code as adopted in North Carolina.

**5.4 TRANSITION ASSISTANCE**

If this Contract is not renewed at the end of this term, or is canceled prior to its expiration, for any reason, Vendor shall provide, at the option of the State, up to two (2) months after such end date all such reasonable transition assistance requested by the State, to allow for the expired or canceled portion of the Services to continue without interruption or adverse effect, and to facilitate the orderly transfer of such Services to the State or its designees. If the State exercises this option, the Parties agree that such transition assistance shall be deemed to be governed by the terms and conditions of this Contract (notwithstanding this expiration or cancellation), except for those Contract terms or conditions that do not reasonably apply to such transition assistance. The State shall pay Vendor for any resources utilized in performing such transition assistance at the most current rates provided by the Contract for performance of the Services or other resources utilized.

**6.0 CONTRACT ADMINISTRATION****6.1 PROJECT MANAGER AND CUSTOMER SERVICE**

The Vendor shall designate and make available to the State a Project Manager. The project manager shall be the State’s point of contact for contract related issues and issues concerning performance, progress review, scheduling, and service. The services of

the Project Manager will not be invoiced. The Project Manager will be a representative of the Vendor authorized to make decisions on its behalf.

## **6.2 PERFORMANCE**

The Contract Administrator for the State may conduct quarterly performance reviews of performance under the contract. The format and content of the quarterly review will be shared with the Vendor Project Manager. The quarterly performance reviews will assess the onsite staff and Vendor's compliance with the Scope of Work and the individual performance of the onsite contract staff as needed. The performance reviews may include requirements of the Vendor to take corrective action related to onsite staff performance.

## **6.3 DISPUTE RESOLUTION**

The parties agree that it is in their mutual interest to resolve disputes informally. A claim by the Vendor shall be submitted in writing to the State's Contract Administrator for resolution. A claim by the State shall be submitted in writing to the Vendor's Project Manager for resolution. The Parties shall negotiate in good faith and use all reasonable efforts to resolve such dispute(s). During the time the Parties are attempting to resolve any dispute, each shall proceed diligently to perform their respective duties and responsibilities under this Contract. If a dispute cannot be resolved between the Parties within thirty (30) days after delivery of notice, either Party may elect to exercise any other remedies available under this Contract, or at law. This term shall not constitute an agreement by either party to mediate or arbitrate any dispute.

## **6.4 CONTRACT CHANGES**

Contract changes, if any, over the life of the contract shall be implemented by contract amendments agreed to in writing by the State and Vendor.

**ATTACHMENT A: PRICING**

**Download and complete the Excel Spreadsheet located in the Sourcing Tool.**

**Below is the Price Table that appears in Excel.**

**COST OF VENDOR’S OFFER**

The Price Proposal for Task 1 through Task 12.a should consist of hourly contract rates fully inclusive of salary, overhead, travel outside of the home office and expenses. Inspection Staff included in Task 10 may be reimbursed at Vendor’s expense at Vendor’s discretion, but such travel costs should be included in Vendors proposed hourly rate. No additional costs will be paid. Vendor is responsible for providing cell phones, computers/laptops, and all IT support related thereto; and, procurement of any software necessary to perform the requirements herein.

Task 12.b through Task 12.f shall include the cost of each *successful and complete service unit delivered*, inclusive of salary, overhead, travel outside of the home office and other expenses.

The Price Proposal must be submitted in the following form. The estimated maximum hours below are to be used only for the purposes of evaluation. The State does not guarantee minimum or maximum number of hours. Please note: no billing rate ranges will be accepted.

**COST COMPONENTS OF INITIAL TERM – YEAR ONE**

| Task/Title                                       | Hourly Billing Rate | Est. Maximum Hours/Est. Quantity | Subtotal | Task Total |                     |
|--|---------------------|----------------------------------|----------|------------|---------------------|
| <b>Task 1:</b>                                   |                     |                                  |          |            |                     |
| DRGR Support Staff (1)                           | \$                  | 2000                             | \$       |            |                     |
| DRGR Support Staff (2)                           | \$                  | 2000                             | \$       | \$         | <b>Task 1 Total</b> |
| <b>Task 2:</b>                                   |                     |                                  |          |            |                     |
| Relocation Specialist (1)                        | \$                  | 2000                             | \$       | \$         | <b>Task 2 Total</b> |
| <b>Task 3:</b>                                   |                     |                                  |          |            |                     |
| Buyout Subject Matter Expert (1)                 | \$                  | 2000                             | \$       | \$         | <b>Task 3 Total</b> |
| <b>Task 4:</b>                                   |                     |                                  |          |            |                     |
| Quality Assurance/Quality Control Specialist (1) | \$                  | 2000                             | \$       |            |                     |
| Quality Assurance/Quality Control Specialist (2) | \$                  | 2000                             | \$       |            |                     |
| Quality Assurance/Quality Control Specialist (3) | \$                  | 2000                             | \$       |            |                     |
| Quality Assurance/Quality Control Specialist (4) | \$                  | 2000                             | \$       |            |                     |
| Quality Assurance/Quality Control Specialist (5) | \$                  | 2000                             | \$       |            |                     |
| Quality Assurance/Quality Control Specialist (6) | \$                  | 2000                             | \$       | \$         | <b>Task 4 Total</b> |
| <b>Task 5</b>                                    |                     |                                  |          |            |                     |
| 5.a Finance and Compliance SME (1)               | \$                  | 2000                             | \$       |            |                     |
| 5.b Housing Programs SME (1)                     | \$                  | 2000                             | \$       |            |                     |

|   |    |      |    |    |                      |
|---|----|------|----|----|----------------------|
| 5.b Housing Programs SME (2)                | \$ | 2000 | \$ |    |                      |
| 5.c Planning SME (1)                        | \$ | 2000 | \$ |    |                      |
| 5.c Planning SME (2)                        | \$ | 2000 | \$ |    |                      |
| 5.d Construction SME (1)                    | \$ | 2000 | \$ |    |                      |
| 5.e Affordable Housing SME (1)              | \$ | 2000 | \$ |    |                      |
| 5.f Code Enforcement SME (1)                | \$ | 2000 | \$ |    |                      |
| 5.g Communication Services SME (1)          | \$ | 2000 | \$ |    |                      |
| 5.h Closeout SME (1)                        | \$ | 2000 | \$ | \$ | <b>Task 5 Total</b>  |
| <b>Task 6</b>                               |    |      |    |    |                      |
| CDBG-DR Environmental Review Specialist (1) | \$ | 2000 | \$ |    |                      |
| CDBG-DR Environmental Review Specialist (2) | \$ | 2000 | \$ |    |                      |
| CDBG-DR Environmental Review Specialist (3) | \$ | 2000 | \$ | \$ | <b>Task 6 Total</b>  |
| <b>Task 7</b>                               |    |      |    |    |                      |
| CDBG-DR Infrastructure Specialist (1)       | \$ | 2000 | \$ | \$ | <b>Task 7 Total</b>  |
| <b>Task 8</b>                               |    |      |    |    |                      |
| Reporting Specialist (1)                    | \$ | 2000 | \$ | \$ | <b>Task 8 Total</b>  |
| <b>Task 9</b>                               |    |      |    |    |                      |
| Housing Recovery Program Specialist (1)     | \$ | 2000 | \$ |    |                      |
| Housing Recovery Program Specialist (2)     | \$ | 2000 | \$ | \$ | <b>Task 9 Total</b>  |
| <b>Task 10</b>                              |    |      |    |    |                      |
| 10.a Inspection Lead (1)                    | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (1)              | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (2)              | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (3)              | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (4)              | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (5)              | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (6)              | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (7)              | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (8)              | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (9)              | \$ | 2000 | \$ |    |                      |
| 10.b Inspection Specialist (10)             | \$ | 2000 | \$ | \$ | <b>Task 10 Total</b> |
| <b>Task 11</b>                              |    |      |    |    |                      |
| 11.a Accounting Manager (1)                 | \$ | 2000 | \$ |    |                      |
| 11.b Accounting Supervisor (1)              | \$ | 2000 | \$ |    |                      |
| 11.b Accounting Supervisor (2)              | \$ | 2000 | \$ |    |                      |



|   |    |      |    |    |                         |
|---|----|------|----|----|-------------------------|
| 11.b Accounting Supervisor (3)                  | \$ | 2000 | \$ |    |                         |
| 11.c IT Systems Manager (1)                     | \$ | 2000 | \$ |    |                         |
| 11.d IT Technician (1)                          | \$ | 2000 | \$ |    |                         |
| 11.d IT Technician (2)                          | \$ | 2000 | \$ |    |                         |
| 11.e Mail Processing Supervisor (1)             | \$ | 2000 | \$ |    |                         |
| 11.f Mail Processing Technician (1)             | \$ | 2000 | \$ |    |                         |
| 11.f Mail Processing Technician (2)             | \$ | 2000 | \$ |    | \$                      |
| <b>Task 12</b>                                  |    |      |    |    |                         |
| 12.a As-Needed Project Managers                 | \$ | 4000 | \$ |    |                         |
| 12.b As-Needed Property Appraisals              | \$ | 1000 | \$ |    |                         |
| 12.c As-Needed Boundary Surveys                 | \$ | 1000 | \$ |    |                         |
| 12.d As-Needed Title Services                   | \$ | 1000 | \$ |    |                         |
| 12.e As-Needed Short Sale and Closing Services  | \$ | 1000 | \$ |    |                         |
| 12.f As-Needed Eligibility and Benefit Services | \$ | 1000 | \$ |    | \$                      |
|   |    |      |    | \$ | <b>Initial Term NTE</b> |

**COST COMPONENTS OF EACH OPTIONAL 6 MONTH EXTENSION**

| Task/Title                                       | Hourly Billing Rate | Est. Maximum Hours/Est. Quantity | Subtotal | Task Total |                     |
|--|---------------------|----------------------------------|----------|------------|---------------------|
| <b>Task 1</b>                                    |                     |                                  |          |            |                     |
| DRGR Support Staff (1)                           | \$                  | 1000                             | \$       | \$         | <b>Task 1 Total</b> |
| DRGR Support Staff (2)                           | \$                  | 1000                             | \$       |            |                     |
| <b>Task 2</b>                                    |                     |                                  |          |            |                     |
| Relocation Specialist (1)                        | \$                  | 1000                             | \$       | \$         | <b>Task 2 Total</b> |
| <b>Task 3</b>                                    |                     |                                  |          |            |                     |
| Buyout Subject Matter Expert (1)                 | \$                  | 1000                             | \$       | \$         | <b>Task 3 Total</b> |
| <b>Task 4</b>                                    |                     |                                  |          |            |                     |
| Quality Assurance/Quality Control Specialist (1) | \$                  | 1000                             | \$       | \$         | <b>Task 4 Total</b> |
| Quality Assurance/Quality Control Specialist (2) | \$                  | 1000                             | \$       |            |                     |
| Quality Assurance/Quality Control Specialist (3) | \$                  | 1000                             | \$       |            |                     |
| Quality Assurance/Quality Control Specialist (4) | \$                  | 1000                             | \$       |            |                     |
| Quality Assurance/Quality Control Specialist (5) | \$                  | 1000                             | \$       |            |                     |
| Quality Assurance/Quality Control Specialist (6) | \$                  | 1000                             | \$       |            |                     |

| <b>Task 5</b>                               |    |      |    |    |  |                      |
|---|----|------|----|----|--|----------------------|
| 5.a Finance and Compliance SME (1)          | \$ | 1000 | \$ |    |  |                      |
| 5.b Housing Programs SME (1)                | \$ | 1000 | \$ |    |  |                      |
| 5.b Housing Programs SME (2)                | \$ | 1000 | \$ |    |  |                      |
| 5.c Planning SME (1)                        | \$ | 1000 | \$ |    |  |                      |
| 5.c Planning SME (2)                        | \$ | 1000 | \$ |    |  |                      |
| 5.d Construction SME (1)                    | \$ | 1000 | \$ |    |  |                      |
| 5.e Affordable Housing SME (1)              | \$ | 1000 | \$ |    |  |                      |
| 5.f Code Enforcement SME (1)                | \$ | 1000 | \$ |    |  |                      |
| 5.g Communication Services SME (1)          | \$ | 1000 | \$ |    |  |                      |
| 5.g Closeout SME (1)                        | \$ | 1000 | \$ | \$ |  | <b>Task 5 Total</b>  |
| <b>Task 6</b>                               |    |      |    |    |  |                      |
| CDBG-DR Environmental Review Specialist (1) | \$ | 1000 | \$ |    |  |                      |
| CDBG-DR Environmental Review Specialist (2) | \$ | 1000 | \$ |    |  |                      |
| CDBG-DR Environmental Review Specialist (3) | \$ | 1000 | \$ | \$ |  | <b>Task 6 Total</b>  |
| <b>Task 7</b>                               |    |      |    |    |  |                      |
| CDBG-DR Infrastructure Specialist (1)       | \$ | 1000 | \$ | \$ |  | <b>Task 7 Total</b>  |
| <b>Task 8</b>                               |    |      |    |    |  |                      |
| Reporting Specialist (1)                    | \$ | 1000 | \$ | \$ |  | <b>Task 8 Total</b>  |
| <b>Task 9</b>                               |    |      |    |    |  |                      |
| Housing Recovery Program Specialist (1)     | \$ | 1000 | \$ |    |  |                      |
| Housing Recovery Program Specialist (2)     | \$ | 1000 | \$ | \$ |  | <b>Task 9 Total</b>  |
| <b>Task 10</b>                              |    |      |    |    |  |                      |
| 10.a Inspection Lead (1)                    | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (1)              | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (2)              | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (3)              | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (4)              | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (5)              | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (6)              | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (7)              | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (8)              | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (9)              | \$ | 1000 | \$ |    |  |                      |
| 10.b Inspection Specialist (10)             | \$ | 1000 | \$ | \$ |  | <b>Task 10 Total</b> |
| <b>Task 11</b>                              |    |      |    |    |  |                      |

|   |    |      |    |    |                               |
|---|----|------|----|----|-------------------------------|
| 11.a Accounting Manager (1)                     | \$ | 1000 | \$ |    |                               |
| 11.b Accounting Supervisor (1)                  | \$ | 1000 | \$ |    |                               |
| 11.b Accounting Supervisor (2)                  | \$ | 1000 | \$ |    |                               |
| 11.b Accounting Supervisor (3)                  | \$ | 1000 | \$ |    |                               |
| 11.c IT Systems Manager (1)                     | \$ | 1000 | \$ |    |                               |
| 11.d IT Technician (1)                          | \$ | 1000 | \$ |    |                               |
| 11.d IT Technician (2)                          | \$ | 1000 | \$ |    |                               |
| 11.e Mail Processing Supervisor (1)             | \$ | 1000 | \$ |    |                               |
| 11.f Mail Processing Technician (1)             | \$ | 1000 | \$ |    |                               |
| 11.f Mail Processing Technician (2)             | \$ | 1000 | \$ |    | \$                            |
| <b>Task 12</b>                                  |    |      |    |    |                               |
| 12.a As-Needed Project Managers                 | \$ | 2000 | \$ |    |                               |
| 12.b As-Needed Property Appraisals              | \$ | 500  | \$ |    |                               |
| 12.c As-Needed Boundary Surveys                 | \$ | 500  | \$ |    |                               |
| 12.d As-Needed Title Services                   | \$ | 500  | \$ |    |                               |
| 12.e As-Needed Short Sale and Closing Services  | \$ | 500  | \$ |    |                               |
| 12.f As-Needed Eligibility and Benefit Services | \$ | 500  | \$ |    | \$                            |
|   |    |      |    | \$ | <b>Each Optional Term NTE</b> |

|   | <b>Total Estimated Maximum # of Hours of Effort and Service Delivery for all five (5) potential Contract Terms</b> | <b>Total not-to-exceed price for all five (5) potential Contract Terms</b> |
|---|--|--|
| <b>Summation of Cost Components for all Five Potential Contract Terms</b> |  | \$   |

North  
Baton Rouge, LA

**ATTACHMENT B: INSTRUCTIONS TO VENDORS**

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1. **READ, REVIEW AND COMPLY:** It shall be the Vendor's responsibility to read this entire document, review all enclosures and attachments, and any addenda thereto, and comply with all requirements specified herein, regardless of whether appearing in these Instructions to Vendors or elsewhere in this RFP document.
2. **LATE PROPOSALS:** Late proposals, regardless of cause, will not be opened or considered, and will automatically be disqualified from further consideration. It shall be the Vendor's sole responsibility to ensure the timely submission of proposals.
3. **ACCEPTANCE AND REJECTION:** The State reserves the right to reject any and all proposals, to waive any informality in proposals and, unless otherwise specified by the Vendor, to accept any item in the proposal.
4. **BASIS FOR REJECTION:** Pursuant to 01 NCAC 05B .0501, the State reserves the right to reject any and all offers, in whole or in part, by deeming the offer unsatisfactory as to quality or quantity, delivery, price or service offered, non-compliance with the requirements or intent of this solicitation, lack of competitiveness, error(s) in specifications or indications that revision would be advantageous to the State, cancellation or other changes in the intended project or any other determination that the proposed requirement is no longer needed, limitation or lack of available funds, circumstances that prevent determination of the best offer, or any other determination that rejection would be in the best interest of the State.
5. **EXECUTION:** Failure to execute page 1 of the RFP (Execution Page) in the designated space may render the proposal non-responsive, and it may be rejected.
6. **ORDER OF PRECEDENCE:** In cases of conflict between specific provisions in this solicitation or those in any resulting contract documents, the order of precedence shall be (high to low) (1) any special terms and conditions specific to this RFP, including any negotiated terms; (2) requirements and specifications and administration provisions in Sections 4, 5 and 6 of this RFP; (3) North Carolina General Contract Terms and Conditions in ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS AND CONDITIONS; (4) Instructions in ATTACHMENT B: INSTRUCTIONS TO VENDORS; (5) ATTACHMENT A: PRICING, and (6) Vendor's proposal.
7. **INFORMATION AND DESCRIPTIVE LITERATURE:** Vendor shall furnish all information requested in the spaces provided in this document. Further, if required elsewhere in this proposal, each Vendor shall submit with its proposal any sketches, descriptive literature and/or complete specifications covering the products and Services offered. Reference to literature submitted with a previous proposal or available elsewhere will not satisfy this provision. Failure to comply with these requirements shall constitute sufficient cause to reject a proposal without further consideration.
8. **RECYCLING AND SOURCE REDUCTION:** It is the policy of the State to encourage and promote the purchase of products with recycled content to the extent economically practicable, and to purchase items which are reusable, refillable, repairable, more durable and less toxic to the extent that the purchase or use is practicable and cost-effective. We also encourage and promote using minimal packaging and the use of recycled/recyclable products in the packaging of commodities purchased. However, no sacrifice in quality of packaging will be acceptable. The Vendor remains responsible for providing packaging that will adequately protect the commodity and contain it for its intended use. Vendors are strongly urged to bring to the attention of purchasers those products or packaging they offer which have recycled content and that are recyclable. As required by the Resource Conservation and Recovery Act of 1976 (42 U.S.C. 6962(c)(3)(A)(i)) the Vendor certifies, by signing this offer that the percentage of recovered materials content for EPA-designated items to be delivered or used in the performance of the contract will be at least the amount required by the applicable contract specifications or other contractual requirements.
9. **CERTIFICATE TO TRANSACT BUSINESS IN NORTH CAROLINA:** As a condition of contract award, each out-of-State Vendor that is a corporation, limited-liability company or limited-liability partnership shall have received, and shall maintain throughout the term of The Contract, a Certificate of Authority to Transact Business in North Carolina from the North Carolina Secretary of State, as required by North Carolina law. A State contract requiring only an isolated transaction completed within a period of six months, and not in the course of a number of repeated transactions of like nature, shall not be considered as transacting business in North Carolina and shall not require a Certificate of Authority to Transact Business.
10. **SUSTAINABILITY:** RESERVED; PRINTING PROPOSALS NOT APPLICABLE to ELECTRONIC OFFER SUBMISSION.
11. **HISTORICALLY UNDERUTILIZED BUSINESSES:** The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business

enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

**12. RECIPROCAL PREFERENCE: RESERVED**

**13. INELIGIBLE VENDORS:** As provided in G.S. 147-86.59 and G.S. 147-86.82, the following companies are ineligible to contract with the State of North Carolina or any political subdivision of the State: a) any company identified as engaging in investment activities in Iran, as determined by appearing on the Final Divestment List created by the State Treasurer pursuant to G.S. 147-86.58, and b) any company identified as engaged in a boycott of Israel as determined by appearing on the List of restricted companies created by the State Treasurer pursuant to G.S. 147-86.81. A contract with the State or any of its political subdivisions by any company identified in a) or b) above shall be void *ab initio*.

**14. CONFIDENTIAL INFORMATION:** To the extent permitted by applicable statutes and rules, the State will maintain as confidential trade secrets in its proposal that the Vendor does not wish disclosed. As a condition to confidential treatment, each page containing trade secret information shall be identified in boldface at the top and bottom as "CONFIDENTIAL" by the Vendor, with specific trade secret information enclosed in boxes, marked in a distinctive color or by similar indication. Cost information shall not be deemed confidential under any circumstances. Regardless of what a Vendor may label as a trade secret, the determination whether it is or is not entitled to protection will be determined in accordance with G.S. 132-1.2. Any material labeled as confidential constitutes a representation by the Vendor that it has made a reasonable effort in good faith to determine that such material is, in fact, a trade secret under G.S. 132-1.2. Vendors are urged and cautioned to limit the marking of information as a trade secret or as confidential so far as is possible. If a legal action is brought to require the disclosure of any material so marked as confidential, the State will notify Vendor of such action and allow Vendor to defend the confidential status of its information.

**15. PROTEST PROCEDURES:** When a Vendor wishes to protest the award of The Contract, a Vendor shall submit a written request addressed to the Department of Public Safety, NCORR Chief Procurement Officer at: Department of Public Safety, Purchasing and Logistic, 3030 Hammond Business Place, Raleigh, NC 27603. In addition, the Vendor shall email the Contract Lead indicated on the cover page of this RFP a copy of the protest request. The protest request must be received in the proper office within thirty (30) consecutive calendar days from the date of the Contract award. Protest letters shall contain specific grounds and reasons for the protest, how the protesting party was harmed by the award made and any documentation providing support for the protesting party's claims. **Note:** Contract award notices are sent only to the Vendor actually awarded the Contract, and not to every person or firm responding to a solicitation. Bid status and Award notices are posted on the Internet at <https://www.ips.state.nc.us/ips/>. All protests will be handled pursuant to the North Carolina Administrative Code, 01 NCAC 05B .1519.

**16. MISCELLANEOUS:** Any gender-specific pronouns used herein, whether masculine or feminine, shall be read and construed as gender neutral, and the singular of any word or phrase shall be read to include the plural and vice versa.

**17. COMMUNICATIONS BY VENDORS:** In submitting its proposal, the Vendor agrees not to discuss or otherwise reveal the contents of its proposal to any source, government or private, outside of the using or issuing agency until after the award of the Contract or cancellation of this RFP. All Vendors are forbidden from having any communications with the using or issuing agency, or any other representative of the State concerning the solicitation, during the evaluation of the proposals (i.e., after the public opening of the proposals and before the award of the Contract), unless the State directly contacts the Vendor(s) for purposes of seeking clarification or another reason permitted by the solicitation. A Vendor shall not: (a) transmit to the issuing and/or using agency any information commenting on the ability or qualifications of any other Vendor to provide the advertised good, equipment, commodity; (b) identify defects, errors and/or omissions in any other Vendor's proposal and/or prices at any time during the procurement process; and/or (c) engage in or attempt any other communication or conduct that could influence the evaluation or award of a Contract related to this RFP. Failure to comply with this requirement shall constitute sufficient justification to disqualify a Vendor from a Contract award. Only those communications with the using agency or issuing agency authorized by this RFP are permitted.

**18. TABULATIONS:** Bid tabulations can be electronically retrieved at the Interactive Purchasing System (IPS), <https://www.ips.state.nc.us/ips/BidNumberSearch.aspx>. Click on the IPS BIDS icon, click on Search for Bid, enter the bid number, and then search. Tabulations will normally be available at this web site not later than one working day after the bid opening. Lengthy or complex tabulations may be summarized, with other details not made available on IPS, and requests for additional details or information concerning such tabulations cannot be honored.

**19. VENDOR REGISTRATION AND SOLICITATION NOTIFICATION SYSTEM:** The North Carolina electronic Vendor Portal (eVP) allows

Vendors to electronically register for free with the State to receive electronic notification of current procurement opportunities for goods and Services of potential interests to them available on the Interactive Purchasing System, as well as notifications of status changes to those solicitations. Online registration and other purchasing information is available at the following website: <http://ncadmin.nc.gov/about-doa/divisions/purchase-contract>.

- 20. WITHDRAWAL OF PROPOSAL:** Written withdrawal requests shall be submitted on the Vendor's letterhead and signed by an official of the Vendor authorized to make such request. Any withdrawal request made after the opening of proposals shall be allowed only for good cause shown and in the sole discretion of NCORR.
- 21. INFORMAL COMMENTS:** The State shall not be bound by informal explanations, instructions or information given at any time by anyone on behalf of the State during the competitive process or after award. The State is bound only by information provided in writing in this RFP and in formal Addenda issued through IPS and/or Sourcing.
- 22. COST FOR PROPOSAL PREPARATION:** Any costs incurred by Vendor in preparing or submitting offers are the Vendor's sole responsibility; the State of North Carolina will not reimburse any Vendor for any costs incurred or associated with the preparation of proposals.
- 23. VENDOR'S REPRESENTATIVE:** Each Vendor shall submit with its proposal the name, address, and telephone number of the person(s) with authority to bind the firm and answer questions or provide clarification concerning the firm's proposal.
- 24. INSPECTION AT VENDOR'S SITE: RESERVED** The State reserves the right to inspect, at a reasonable time, the equipment, item, plant or other facilities of a prospective Vendor prior to Contract award, and during the Contract term as necessary for the State's determination that such equipment, item, plant or other facilities conform with the specifications/requirements and are adequate and suitable for the proper and effective performance of the Contract.

**ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS & CONDITIONS**

---

**1. PERFORMANCE:**

- a) It is anticipated that the tasks and duties undertaken by the Vendor under the contract which results from the State solicitation in this matter (Contract) shall include Services, and/or the manufacturing, furnishing, or development of goods and other tangible features or components, as deliverables.
- b) Except as provided herein, and unless otherwise mutually agreed in writing prior to award, any deliverables not subject to an agreed Vendor license and provided by Vendor in performance of this Contract shall be and remain property of the State. During performance, Vendor may provide proprietary components as part of the deliverables that are identified in this Contract. Vendor grants the State a personal, permanent, non-transferable license to use such proprietary components of the deliverables and other functionalities, as provided under this Contract. Any technical and business information owned by Vendor or its suppliers or licensors made accessible or furnished to the State shall be and remain the property of the Vendor or such other party, respectively. Vendor agrees to perform under the Contract in at least the same or similar manner provided to comparable users and customers. The State shall notify the Vendor of any defects or deficiencies in performance or failure of deliverables to conform to the standards and specifications provided in this Contract. Vendor agrees to timely remedy defective performance or any nonconforming deliverables on its own or upon such notice provided by the State.
- c) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under and during this Agreement and in confidence as further provided for herein or by law.
- d) Vendor or its suppliers, as specified and agreed in the Contract, shall provide support assistance to the State related to all Services performed or other deliverables procured hereunder during the State's normal business hours. Vendor warrants that its support, customer service, and assistance will be performed at a minimum in accordance with generally accepted and applicable industry standards.
- e) The State may document and take into account in awarding or renewing future procurement contracts the general reputation, performance and performance capabilities of the Vendor under this Contract as provided by G.S. 143-52 and 143-135.9 (a) and (b) (Best Value).

**2. DEFAULT AND TERMINATION.**

- a) In the event of default by the Vendor, the State may, as provided by NC law, procure goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. *See*, G.S. 25-2-712. In addition, and in the event of default by the Vendor under the Contract, or upon the Vendor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Vendor, the State may immediately cease doing business with the Vendor, terminate the Contract for cause, and take action to recover relevant damages, and if permitted by applicable law, debar the Vendor from doing future business with the State. 01 NCAC 05B.1520.
- b) If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, including, without limitation, in these North Carolina General Terms and Conditions, the State shall have the right to terminate the Contract by giving thirty days written notice to the Vendor and specifying the effective date thereof. In that event, any or all finished or unfinished deliverables that are prepared by the Vendor under the Contract shall, at the option of the State, become the property of the State (and under any applicable Vendor license to the extent necessary for the State to use such property), and the Vendor shall be entitled to receive just and equitable compensation for any acceptable deliverable completed (or partially completed at the State's option) as to which such option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of the Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State, if insecure as to receiving proper performance or provision of goods deliverables, or if documented Vendor Services performance issues exist, under this Contract, may require at any time a performance bond or other alternative performance guarantees from a Vendor without expense to the State as provided by applicable law. G.S. 143-52(a); 01 NCAC 05B.1521; G.S. 25-2-609.
- c) If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract for convenience at any time by providing 60 days' notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this Contract shall, at the option of the State, become its property, and under any applicable Vendor license to the extent necessary for the State to use such



property. If the Contract is terminated by the State for convenience, the State shall pay for those items or Services for which such option is exercised, less any payment or compensation previously made.

**3. INTERPRETATION, CONFLICT OF TERMS.**

- a) The definitions in the Instructions to Vendors in the relevant solicitation for this Contract, and in 01 NCAC 05A.0112 are specifically incorporated herein.
- b) If federal funds are involved in the transactions under this Contract, the Vendor shall comply with all applicable state and federal requirements and laws, except where State requirements are more restrictive. See the additional federal requirements included in the "Federal Funds Provisions" section below.
- c) "Purchasing Agency" herein is as defined in 01 NCAC 05A.0112, except that if this Contract has been entered into by the NC Department of Administration, Division of Purchase and Contract (P&C) as indicated in the Contract (e.g., a State Term Contract), then P&C will then be a Purchasing Agency for the purposes herein and in the Federal Funds Provisions, below.
- d) Contracts made in contravention of General Statutes, Chapter 143, Article 3 and the Rules in 05 NCAC Chapter 5, are void. G.S. 143-58.
- e) In the event of conflict of terms between applicable provisions of the Federal Funds Provisions and the other provisions of these North Carolina General Contract Terms and Conditions, the more restrictive provision will govern.

**4. GOVERNMENTAL RESTRICTIONS:** In the event any Governmental restrictions are imposed which necessitate alteration of the goods, material, quality, workmanship, or performance of the Services offered, prior to acceptance, it shall be the responsibility of the Vendor to notify the State Contract Lead or Administrator indicated in the Contract at once, in writing, indicating the specific regulation which requires such alterations. The State reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the Contract.

**5. AVAILABILITY OF FUNDS:** Any and all payments to the Vendor shall be dependent upon and subject to the availability of funds appropriated or allocated to the agency for the purpose set forth in the Contract.

**6. TAXES:** Any applicable taxes shall be invoiced as a separate item.

- a) G.S. 143-59.1 bars the Secretary of Administration from entering into Contracts with Vendors if the Vendor or its affiliates meet one of the conditions of G.S. 105-164.8(b) and refuses to collect use tax on sales of tangible personal property to purchasers in North Carolina. Conditions under G.S. 105-164.8(b) include: (1) Maintenance of a retail establishment or office, (2) Presence of representatives in the State that solicit sales or transact business on behalf of the Vendor and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the proposal document the Vendor certifies that it and all of its affiliates, (if it has affiliates), collect(s) the appropriate taxes.
- b) The agency(ies) participating in the Contract are exempt from Federal Taxes, such as excise and transportation. Exemption forms submitted by the Vendor will be executed and returned by the using agency.
- c) Prices offered are not to include any personal property taxes, nor any sales or use tax (or fees) unless required by the North Carolina Department of Revenue.

**7. SITUS AND GOVERNING LAWS;**

- a) This Contract is made under and shall be governed by and construed in accordance with the laws of the State of North Carolina, including, without limitation, the relevant provisions of G.S. Chapter 143, Article 3, and the Rules in 01 NCAC Chapter 05, and any applicable successor provisions, without regard to its conflict of laws rules, and within which State all matters, whether sounding in Contract, tort or otherwise, relating to its validity, construction, interpretation and enforcement shall be determined. G.S. 22B-3.
- b) Vendor shall comply with all laws, ordinances, codes, rules, regulations, and licensing requirements that are applicable to the conduct of its business and its performance in accordance with the Contract, including those of federal, state, and local agencies having jurisdiction and/or authority, and including, without limitation, the applicable requirements in the Federal Funds Provisions, below.
- c) Non-resident Vendor corporations not formed under NC law must be domesticated in the Office of the NC Secretary of State in order to contract with the State of North Carolina. G.S. 55A-15-01.

**8. NON-DISCRIMINATION COMPLIANCE:**

To the extent federal funding is involved in this procurement, in whole or in part, compliance with the following is required:

- a) The Vendor shall comply with all Federal Funds Provisions requirements (below) and not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The Vendor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:

Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Vendor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

- b) The Vendor shall, in all solicitations or advertisements for employees placed by or on behalf of the Vendor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin:
- c) The Vendor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the Vendor's legal duty to furnish information.
- d) The Vendor will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the Vendor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- e) The Vendor shall comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- f) The Vendor shall furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and shall permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- g) In the event of the Vendor's noncompliance with the nondiscrimination clauses of this Contract or with any of the said rules, regulations, or orders, this Contract may be canceled, terminated, or suspended in whole or in part and the Vendor may be declared ineligible for further Government contracts or federally assisted construction Contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- h) The Vendor shall include the portion of the sentence immediately preceding paragraph (a) and the provisions of paragraphs (a) through (g) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The Vendor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance: Provided, however, that in the event a Vendor (or herein "applicant," as applicable in context within these Federal Funds Provisions) becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the Vendor may request the United States to enter into such litigation to protect the interests of the United States.
- i) The Vendor further agrees that it shall be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: Provided, that if the Vendor so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the Contract.

- j) The Vendor agrees that it shall assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of Vendors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it shall furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it shall otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.
- k) The Vendor further agrees that it shall refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a Vendor debarred from, or who has not demonstrated eligibility for, Government Contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon Vendors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the Vendor agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part any relevant grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the Vendor under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such Vendor; and refer the case to the Department of Justice for appropriate legal proceedings.

9. **PAYMENT TERMS:** Payment terms are net not later than 30 days after receipt of a correct invoice or acceptance of goods, whichever is later. The Procuring Agency is responsible for all payments to the Vendor under the Contract. Payment by some agencies may be made by procurement card. If the Vendor accepts Visa, MasterCard, etc., from other customers, it shall accept procurement card payment by the State under the terms provided for the procurement card. 01 NCAC 05B.1523. If payment is made by procurement card, then payment for amounts then due may be processed immediately by the Vendor.

The State does not agree in advance, in contract, pursuant to Constitutional limitations, to pay costs such as interest, late fees, penalties or attorney's fees. This Contract will not be construed as an agreement by the State to pay such costs, and will be paid only as ordered by a court of competent jurisdiction.

10. **CONDITION AND PACKAGING:** Unless otherwise expressly provided by special terms and conditions or specifications in the Contract or by express, specific federal law or rule, it is understood and agreed that any item offered or shipped has not been sold or used for any purpose, is newly manufactured, and shall be in first class condition. All containers/packaging shall be suitable for handling, storage or shipment.
11. **INTELLECTUAL PROPERTY WARRANTY AND INDEMNITY:** Vendor shall hold and save the State, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, resulting from infringement of the rights of any third party in any Services or copyrighted material, patented or patent-pending invention, article, device or appliance delivered in connection with the Contract.

- a) Vendor warrants to the best of its knowledge that:
  - i) Performance under the Contract does not infringe upon any intellectual property rights of any third party; and
  - ii) There are no actual or threatened actions arising from, or alleged under, any intellectual property rights of any third party;
- b) Should any deliverables supplied by Vendor become the subject of a claim of infringement of a patent, copyright, trademark or a trade secret in the United States, the Vendor, shall at its option and expense, either procure for the State the right to continue using the deliverables, or replace or modify the same to become non-infringing. If neither of these options can reasonably be taken in Vendor's judgment, or if further use shall be prevented by injunction, the Vendor agrees to cease provision of any affected deliverables and refund any sums the State has paid Vendor for such deliverables and make every reasonable effort to assist the State in procuring substitute deliverables. If, in the sole opinion of the State, the cessation of use by the State of any such deliverables due to infringement issues makes the retention of other items acquired from the Vendor under this Agreement impractical, the State shall then have the option of terminating the Agreement, or applicable portions thereof, without penalty or termination charge; and Vendor agrees to refund any sums the State paid for unused Services or other deliverables.
- c) The Vendor, at its own expense, shall defend any action brought against the State to the extent that such action is based upon a claim that the deliverables supplied by the Vendor, their use or operation, infringe on a patent, copyright, trademark or violate a trade secret in the United States. The Vendor shall pay those costs and damages

finally awarded or agreed in a settlement against the State in any such action. Such defense and payment shall be conditioned on the following:

- i) That the Vendor shall be notified within a reasonable time in writing by the State of any such claim; and
  - ii) That the Vendor shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise provided, however, that the State shall have the option to participate in such action at its own expense.
- d) Vendor will not be required to defend or indemnify the State to the extent any claim by a third party against the State for infringement or misappropriation results solely from the State's material alteration of any Vendor-branded deliverables or Services, or from the continued use of the Services or other deliverables after receiving written notice from the Vendor of the claimed infringement.

**12. ADVERTISING:** Vendor agrees not to use the existence of the Contract or the name of the State of North Carolina as part of any commercial advertising or marketing of products or Services except as provided in 01 NCAC 05B.1516. A Vendor may inquire whether the State is willing to be included on a listing of its existing customers.

**13. ACCESS TO PERSONS AND RECORDS:** During, and after the term hereof during the relevant period required for retention of records by State law (G.S. 121-5, 132-1 *et seq.*, typically five years), the State Auditor and any Purchasing Agency's internal auditors shall have access to persons and records related to the Contract to verify accounts and data affecting fees or performance under the Contract, as provided in G.S. 143-49(9). However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of the such retention of records period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the record retentions period, whichever is later.

**14. ASSIGNMENT OR DELEGATION OF DUTIES.**

- a) As a convenience to the Vendor, the State may include any person or entity designated by the Vendor in writing as a joint payee on the Vendor's payment check. In no event shall such approval and action obligate the State to anyone other than the Vendor.
- b) If Vendor requests any assignment, or delegation of duties, the Vendor shall remain responsible for fulfillment of all Contract obligations. Upon written request, the State may, in its unfettered discretion, approve an assignment or delegation to another responsible entity acceptable to the State, such as the surviving entity of a merger, acquisition or a corporate reorganization if made as part of the transfer of all or substantially all of the Vendor's assets. 01 NCAC 05B.1507. Any purported assignment or delegation made in violation of this provision shall be void and a material breach of the Contract. G.S. 143-58.

**15. INSURANCE:** This section provides minimum insurance coverage rates that are applicable to most moderate risk solicitations. Agency Risk Analysis will determine if higher insurance coverage amounts are needed based on the likelihood and severity of exposure to the State. The analysis is documented in writing in the official file and considers the following non-exclusive factors:

1. Potential for damage to State property or property of a third party,
2. Potential for bodily injury to State employees or third parties,
3. Whether Vendor will transport State property, clients, or employees,
4. Use of a vehicle to accomplish the work or to travel to or from State locations,
5. Anticipated physical contacts of the Vendor with the State,
6. Anticipated number and activity of Vendor personnel within the State, and
7. Any other unique considerations that could result in harm, bodily injury, or property damage.

The Purchasing Agency has specified elsewhere in this Contract any increase in the minimum insurance coverage requirements below if the risk from the above factors is high.

**a) REQUIREMENTS** - Providing and maintaining adequate insurance coverage is a material obligation of the Vendor and is of the essence of the Contract. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the NC Commissioner of Insurance to do business in North Carolina. The Vendor shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or the Contract. The limits of coverage under each insurance policy maintained by the Vendor shall not be interpreted as limiting the Vendor's liability and obligations or the indemnification requirements under the Contract. As provided above, a State agency is authorized, upon written evaluation and substantiation in the official file of the significant risk of bodily injury

and/or property or other damage in the contract, to require and enforce higher coverage limits to mitigate the potential risk of liability to the State.

**b) COVERAGE** - During the term of the Contract, the Vendor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the Contract. At a minimum, the Vendor shall provide and maintain the following coverage and limits, subject to higher requirements by an agency after the risk analysis indicated above:

1. **For Small Purchases** as defined under North Carolina Administrative Code 01 NCAC 05A.0112 (35) and 05B.0301 (1), the minimum applicable insurance requirements for Worker’s Compensation and Automobile Liability will apply as required by North Carolina law. The Purchasing Agency may require Commercial General Liability coverage consistent with the assessed risks involved in the procurement.

2. **For Contracts valued in excess of the Small Purchase threshold, but up to \$1,000,000.00 the following limits shall apply:**

- i. **Worker’s Compensation** - The Vendor shall provide and maintain Worker’s Compensation Insurance, as may be required by the laws of North Carolina, as well as employer’s liability coverage, with minimum limits of \$250,000.00, covering all of Vendor’s employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.
- ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$500,000.00 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
- iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$250,000.00 bodily injury and property damage; \$250,000.00 uninsured/under insured motorist; and \$2,500.00 medical payment.

3. **For Contracts valued in excess of \$1,000,000.00 the following limits shall apply:**

- i. **Worker’s Compensation** - The Vendor shall provide and maintain Worker’s Compensation Insurance, as may be required by the laws of North Carolina, as well as employer’s liability coverage, with minimum limits of \$500,000.00, covering all of Vendor’s employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.
- ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$1,000,000.00 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
- iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$500,000.00 bodily injury and property damage; \$500,000.00 uninsured/under insured motorist; and \$5,000.00 medical payment.

**16. GENERAL INDEMNITY:** The Vendor shall hold and save the State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, Services, materials, or supplies in connection with the performance of the Contract, and also from any and all claims and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Vendor in the performance of the Contract that are attributable to the negligence or intentionally tortious acts of the Vendor, provided that the Vendor is notified in writing within 30 days from the date that the State has knowledge of such claims. The Vendor represents and warrants that it shall make no claim of any kind or nature against the State’s agents who are involved in the delivery or processing of Vendor deliverables or Services to the State. As part of this provision for indemnity, if federal funds are involved in this procurement, the Vendor warrants that it will comply with all relevant and applicable federal requirements and laws, and will indemnify and hold and save the State harmless from any claims or losses resulting to the State from the Vendor’s noncompliance with such federal requirements or law in this Contract. The representations and warranties in the preceding two sentences shall survive the termination or expiration of the Contract. The State does not participate in indemnification due to Constitutional restrictions, or arbitration, which effectively and unacceptably waives jury trial. See, G.S. 22B-3, -10.



**17. ELECTRONIC PROCUREMENT:**

- a) Purchasing shall be conducted through the Statewide E-Procurement Service. The State's third-party agent shall serve as the Supplier Manager for this E-Procurement Service. The Vendor shall register for the Statewide E-Procurement Service within two (2) business days of notification of award in order to receive an electronic purchase order resulting from award of this Contract.
- b) Reserved
- c) Vendor shall at all times maintain the confidentiality of its username and password for the Statewide E-Procurement Services. Vendor shall be responsible for all activity and all charges by its agents or employees. Vendor agrees not to permit a third party to use its E-Procurement Services account. If there is a breach of security through the Vendor's account, Vendor shall immediately change its password and notify the Supplier Manager of the security breach by email. Vendor shall cooperate with the State and the Supplier Manager to mitigate and correct any security breach.

**18. SUBCONTRACTING:** Performance under the Contract by the Vendor shall not be subcontracted without prior written approval of the State's assigned Contract Lead. Unless otherwise agreed in writing, acceptance of a Vendor's proposal shall include approval to use the subcontractor(s) that have been specified therein.

**19. CONFIDENTIALITY:** Vendor information that cannot be shown to be, e.g., a trade secret, may be subject to public disclosure under the terms of the State Public Records Act (SPRA), beginning at G.S. 132.1. Blanket assertions of confidentiality are not favored, but confidentiality of specific material meeting one or more exceptions in the SPRA will be honored. Vendors are notified that if the confidentiality of material is challenged by other parties, the Vendor has the responsibility of defending the assertion of confidentiality. G.S. 143-52(a).

**20. CARE OF STATE DATA AND PROPERTY:** Any State property, information, data, instruments, documents, studies or reports given to or prepared or assembled by or provided to the Vendor under the Contract shall be kept as confidential, used only for the purpose(s) required to perform the Contract and not divulged or made available to any individual or organization without the prior written approval of the State.

The State's data and property in the hands of the Vendor shall be protected from unauthorized disclosure, loss, damage, destruction by a natural event or another eventuality. The Vendor agrees to reimburse the State for loss or damage of State property while in Vendor's custody. Such State Data shall be returned to the State in a form acceptable to the State upon the termination or expiration of this Agreement.

The Vendor shall notify the State of any security breaches within 24 hours as required by G.S. 143B-1379. For further information, see, G.S. 75-60 *et seq.* **Notice** is given to the Vendor that the NC Department of Information Technology (DIT) has requirements relating to the security of the State network, and rules relating to the use of the State network, IT software and equipment, that the Vendor must comply with, as applicable. See, e.g., G.S. 143B-1376.

**21. OUTSOURCING:** Any Vendor or subcontractor providing call or contact center services to the State of North Carolina or any of its agencies shall disclose to inbound callers the location from which the call or contact center services are being provided.

If, after award of a Contract, and consistent with any applicable NC DIT security provisions, the Contractor wishes to relocate or outsource any portion of performance to a location outside the United States, or to Contract with a subcontractor for any such performance, which subcontractor and nature of the work has not previously been disclosed to the State in writing, prior written approval must be obtained from the State Purchasing Agency. Vendor shall give notice to the Purchasing Agency of any relocation of the Vendor, employees of the Vendor, subcontractors of the Vendor, or other persons providing performance under a State Contract to a location outside of the United States. See, G.S. 143-59.4.

**22. ENTIRE AGREEMENT:** The Contract (including any documents mutually incorporated specifically therein) resulting from a relevant solicitation represents the entire agreement between the parties and supersedes all prior oral or written statements or agreements. All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the Contract expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.

**23. ELECTRONIC RECORDS:** The State will digitize all Vendor responses to the relevant solicitation, if not received electronically, as well as any awarded Contract together with associated procurement-related documents. These electronic copies shall constitute a preservation record and shall serve as the official record of this procurement with the same force and effect as the original written documents comprising such record. Any official electronic copy, printout or other output readable by sight shown to reflect such record accurately shall constitute an "original."

**24. AMENDMENTS:** This Contract may be amended only by a written amendment duly executed by the State and the Vendor.

25. **NO WAIVER**: Notwithstanding any other language or provision in the Contract or in any Vendor-supplied material, nothing herein is intended nor shall be interpreted as a waiver of any right or remedy otherwise available to the State under applicable law. The waiver by the State of any right or remedy on any one occasion or instance shall not constitute or be interpreted as a waiver of that or any other right or remedy on any other occasion or instance.
26. **FORCE MAJEURE**: Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations as a result of events beyond its reasonable control, including, without limitation, fire, power failures, any act of war, hostile foreign action, nuclear explosion, riot, strikes or failures or refusals to perform under subcontracts, civil insurrection, earthquake, hurricane, tornado, other catastrophic epidemic or pandemic, natural event or Act of God.
27. **SOVEREIGN IMMUNITY**: Notwithstanding any other term or provision in the Contract, nothing herein is intended nor shall be interpreted as waiving any claim or defense based on the principle of sovereign immunity or other State or federal constitutional provision or principle that otherwise would be available to the State under applicable law.

28. **FEDERAL FUNDS PROVISIONS**

*Where federal funds are utilized in connection with this procurement, and to the extent applicable and absent stricter or controlling State provisions, the following federal provisions (in addition to the North Carolina General Terms and Conditions above) may apply consistent with Uniform Guidance in 2 C.F.R. § 200.326 and 2 C.F.R. Part 200, and its Appendix II. Relevant federal authorities may require additional provisions depending on the scope and context of the Contract. Failure or unwillingness of the Vendor to continually meet any of these requirements, as applicable, may result in Contract termination.*

- a) **No governmental non-competes.** Vendor shall not impose or enforce any non-competition agreement upon the employees included in Vendor's bid that would prevent those employees from accepting any offer of employment from the State of North Carolina outside of the first Term of the Contract. By executing this Contract, the Vendor affirms this condition. This affirmation is a material condition for the State's award of any work under this Contract.
- b) **Program Monitoring.** Vendor agrees to assist and cooperate with the Federal grantor or funding agency and the relevant Purchasing Agency or their duly designated representatives in the monitoring of the project or projects to which this Contract relates, and to provide in form and manner approved by the Purchasing Agency such monitoring reports, progress reports, and the like as may be required and to provide such reports at the times specified.
- c) **Remedies and Termination,** For purposes of this section the State Remedies and Termination provisions above apply as written.
- d) **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708).**

Compliance with the Contract Work Hours and Safety Standards Act.

1. *Overtime requirements.* No Vendor or subcontractor contracting for any part of the Contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
2. *Violation; liability for unpaid wages; liquidated damages.* In the event of any violation of the clause set forth in 29 C.F.R. §5.5(b)(1) the Vendor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such Vendor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in 29 C.F.R. §5.5(b)(1), in the sum of \$26 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in 29 C.F.R. §5.5(b)(1).
3. *Withholding for unpaid wages and liquidated damages.* The Purchasing Agency shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Vendor or subcontractor under any such contract or any other Federal contract with the same prime Vendor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Vendor, such sums as may be determined to be necessary to satisfy any liabilities of such Vendor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in 29 C.F.R. §5.5(b)(2).



4. *SubContracts*. The Vendor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of 29 C.F.R. §5.5 and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Vendor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in 29 C.F.R. §5.5(b)(2) through (4).

e) **CLEAN AIR ACT AND THE FEDERAL WATER POLLUTION CONTROL ACT.**

Clean Air Act

1. The Vendor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.
2. The Vendor agrees to report each violation to the Purchasing Agency and understands and agrees that the Purchasing Agency will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
3. The Vendor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

Federal Water Pollution Control Act

1. The Vendor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
2. The Vendor agrees to report each violation to the Purchasing Agency and understands and agrees that the Purchasing Agency will, in turn, report each violation as required to assure notification to the federal agency providing funds hereunder, and the appropriate Environmental Protection Agency Regional Office.
3. The Vendor agrees that these requirements will be included in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

f) **Debarment and Suspension.**

1. This Contract, if federal funding is used, is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the Vendor is required to verify that none of the Vendor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
2. The Vendor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
3. This certification is a material representation of fact relied upon by a federal agency providing federal funds herein and the Purchasing Agency. If it is later determined that the Vendor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to federal agency providing federal funds herein and the Purchasing Agency, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
4. The Vendor agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of the Contract resulting from a relevant solicitation herein. The Vendor further agrees to include a provision requiring such compliance in its lower tier covered transactions.

g) **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) (as Amended).**

To the extent applicable, Vendors that apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal Contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

Required Certification. If applicable, Vendors must sign and submit to the Purchasing Agency the certification. See the latest version of "Certification for Contracts, Grants, Loans, and Cooperative Agreements" found at <https://ncadmin.nc.gov/documents/vendor-forms>.

**h) Procurement of Recovered Materials.**

1. Unless specified otherwise in the Contract, in the performance of this Contract, the Vendor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired:
  - Competitively within a timeframe providing for compliance with the Contract performance schedule;
  - Meeting Contract performance requirements; or
  - At a reasonable price.
2. Information about this requirement, along with the list of EPA designated items, is available at EPA's Comprehensive Procurement Guidelines web site: <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.
3. The Vendor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act."

**i) Access to Records.** In addition to the North Carolina General Contract Terms & Conditions section entitled "**ACCESS TO PERSONS AND RECORDS**" included in this Contract, the following access to records requirements apply to this Contract:

1. The Vendor agrees to provide the Purchasing Agency, the Administrator of the federal agency providing funds hereunder, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Vendor which are directly pertinent to this Contract for the purposes of making audits, examinations, excerpts, and transcriptions.
2. The Vendor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
3. The Vendor agrees to provide the Administrator of the federal agency providing funds hereunder or his authorized representative access to construction or other work sites pertaining to the work being completed under the Contract.
4. In compliance with the Disaster Recovery Act of 2018, the Purchasing Agency and the Vendor acknowledge and agree that no language in this Contract is intended to prohibit audits or internal reviews by the Administrator of the federal agency providing funds hereunder or the Comptroller General of the United States.

**j) Modifications to Contract.** Modifications to the Contract are governed by the North Carolina General Contract Terms & Conditions section above entitled "**AMENDMENTS**," except as approval and signature by any federal official may also be required.**k) Records Retention.** All records required to be kept on the project shall be maintained for at least five (5) years after final payments and until all other pending matters under the grant for this project have been closed. However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of the five (5) year period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the five (5) year period, whichever is later.**l) Energy Efficiency.** All participants in the projects funded hereby shall recognize mandatory standards and policies relating to energy efficiency, which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (PL 94-163).**m) Program Fraud and False or Fraudulent Statements or Related Acts.** Vendor acknowledges that 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) applies to its actions pertaining to the Contract.**n) No Obligation by Federal Government.** The Federal Government is not a party to this Contract and is not subject to any obligations or liabilities to the non-Federal entity, Vendor, or any other party pertaining to any matter resulting from the Contract.**o) Compliance with Federal Law, Regulations, and Executive Orders.** This is an acknowledgement that federal financial assistance will be used to fund all or a portion of the Contract. The Vendor will comply with all applicable Federal law, regulations, executive orders, the policies of the federal agency(ies) providing funding, procedures, and directives.**p) Federal Seals, Logos, and Flags.** In addition to the prohibitions of the North Carolina General Contract Terms & Conditions section above entitled "**ADVERTISING**," the Vendor shall not use the seal(s), logos, crests, or reproductions of flags of a federal agency providing funding herein, or likenesses of federal agency officials without specific pre-approval of the relevant federal agency.**q) System for Awards Management.** Vendor shall be responsible to ensure that it has checked the federal System for Awards Management (SAM) <https://www.sam.gov/SAM> and the State Debarred Vendors Listing,

<http://www.pandc.nc.gov/actions.asp> to verify that Contractors or sub-Recipients have not been suspended or debarred from doing business with federal or State government.

r) **Section 3 Clause.** Vendor will comply with the following clauses from 24 CFR 135.38:

- a. The work performed under this Contract is subject to the requirements of section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (section 3).
- b. The Parties agree to comply with HUD's regulations in 24 CFR part 135, which implement section 3. As evidenced by this Contract, the Parties certify they are under no contractual obligations or other impediment that would prevent them from complying with the part 135 regulations.
- c. Vendor agrees to send each labor organization or representative or workers with which Vendor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or worker's representative of Vendor's commitments under this section 3 clause, and will post copies of the notice in conspicuous places at the work site. The notice shall describe the section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training position, the qualifications for each, and the name and location of the person(s) taking applications for each of the positions, and the expected date the work shall begin.
- d. Vendor agrees to include this section 3 clause in every subcontract subject to compliance with regulations 24 CFR part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this section 3 clause, upon finding that the subcontractor is in violation of the regulations in 24 CFR part 135. Vendor will not subcontract with any subcontractor where Vendor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR part 135.
- e. Vendor will certify that any vacant employment positions, including training positions, that are filled (1) after Vendor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 135 require employment opportunities to be directed, were not filled to circumvent Vendor's obligations under 24 CFR part 135.
- f. Noncompliance with HUD's regulations in 24 CFR part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.
- g. With respect to work performed in connection with section 3 covered Indian housing assistance, section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract.

**29. ESCALATION CLAUSE:** Prices offered herein shall be firm for a period of one (1) year from the date of initial contract performance. If the contract provides for an option year(s) and the Department exercises that option(s), the contractor may request a price increase for that year but it must not exceed the change in points during the previous twelve (12) month period in the \*Consumer Price Index-All Items (All Urban Consumers) or 5%, whichever is less. If the requested increase is in compliance with these specified limitations, the new price will be effective thirty (30) days from the date the request is received by the Department.

Consumer Price Index: U. S. Department of Labor, Bureau of Labor Statistics; [www.bls.gov](http://www.bls.gov)

**30. ALCOHOL/DRUG FREE WORK PLACE POLICY:** A copy of the Department's Alcohol/Drug Free Work Place Policy is attached (ATTACHMENT G) to this solicitation. The contractor shall use reasonable and good faith efforts to ensure that employees/staff are aware of the Department's policy. The contractor understands that its employees/staff are required to abide by these standards. The contractor further understands that possession, use, manufacture, or distribution of illegal drugs or alcohol in violation of this policy, by employees/staff participating in the performance of this contract, may result in immediate termination of this contract for cause.

**31. PREA:** The NC Department of Public Safety is committed to a standard of zero-tolerance pertaining to unduly familiar or sexually abusive behavior either by another juvenile or by staff, volunteer, vendor, contractor or party. Staff, volunteers, vendors, contractors or parties are strictly prohibited from engaging in personal dealings or any conduct of a sexual nature with any inmate or juvenile. Conversation and conduct with any inmate or juvenile must be professional at all times. Sexual acts between a juvenile or inmate and staff, volunteer, vendor, contractor or party may violate North Carolina law. Additionally, sexual acts between a juvenile or inmate and staff member will contradict the standards of the federal Prison Rape Elimination Act of 2003 (PREA). Such acts also may be punishable, at a minimum, as a Class E felony in North Carolina. Under North Carolina, consent of the inmate or juvenile may not available as a defense for an individual who is charged criminally based on sexual conduct with the inmate or juvenile. Also, pursuant to PREA standards, no juvenile or inmate can consent to engage in sexual activity with staff, volunteers, vendors, contractors or parties. Any contractual facility

will comply with the national standards to prevent, detect, and respond to PREA (115.12, 212, 312) and permit the Department to monitor this aspect of the contract to ensure compliance with the PREA standards.

As a valued partner with DPS, it is important to remember that if you become aware of a report of any incidents of unduly familiar or sexually abusive behavior or sexual harassment, you have a duty to report this information immediately to your contact person with the Agency, by email to [prea@ncdps.gov](mailto:prea@ncdps.gov), or the DPS Communications office at (800) 368-1985.

Additionally, it may violate North Carolina law to sell or give an inmate or juvenile any alcoholic beverages, barbiturate or stimulant drug, or any narcotic, poison or poisonous substance, except upon the prescription of a physician; and it may violate North Carolina law to give an inmate or juvenile any tobacco or tobacco products, alcohol, or cell phones. It may also violate NCDPS policy to convey to or take from any juvenile or inmate any letters, or verbal messages; to convey any weapon or instrument by which to effect an escape, or that will aid in an assault or insurrection; to trade with any inmate for clothing or stolen goods or to sell any inmate any article forbidden by NCDPS policy.

By signing this document, you acknowledge that you understand and will abide by this policy as outlined above.

**ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR**

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In accordance with NC General Statute 143-59.4, the Vendor shall detail the location(s) at which performance will occur, as well as the manner in which it intends to utilize resources or workers outside of the United States in the performance of this Contract. The State will evaluate the additional risks, costs, and other factors associated with such utilization prior to making an award. Please complete items a, b, and c below.

**a) Will any work under this Contract be performed outside the United States?**  YES  NO

If the Vendor answered "YES" above, Vendor must complete items 1 and 2 below:

1. List the location(s) outside the United States where work under this Contract will be performed by the Vendor, any sub-Contractors, employees, or other persons performing work under the Contract:
  
  
  
  
  
  
  
  
  
  
2. Describe the corporate structure and location of corporate employees and activities of the Vendor, its affiliates or any other sub-Contractors that will perform work outside the U.S.:

**b) The Vendor agrees to provide notice, in writing to the State, of the relocation of the Vendor, employees of the Vendor, sub-Contractors of the Vendor, or other persons performing services under the Contract outside of the United States**  YES  NO

NOTE: All Vendor or sub-Contractor personnel providing call or contact center services to the State of North Carolina under the Contract **shall** disclose to inbound callers the location from which the call or contact center services are being provided.

**c) Identify all U.S. locations at which performance will occur:**

North Carolina

Louisiana

**ATTACHMENT E: CERTIFICATION OF FINANCIAL CONDITION**

The undersigned hereby certifies that: [check all applicable boxes]

The Vendor is in sound financial condition and, if applicable, has received an unqualified audit opinion for the latest audit of its financial statements.

Date of latest audit: \_\_\_\_\_

The Vendor has no outstanding liabilities, including tax and judgment liens, to the Internal Revenue Service or any other government entity.

The Vendor is current in all amounts due for payments of federal and state taxes and required employment-related contributions and withholdings.

The Vendor is not the subject of any current litigation or findings of noncompliance under federal or state law.

The Vendor has not been the subject of any past or current litigation, findings in any past litigation, or findings of noncompliance under federal or state law that may impact in any way its ability to fulfill the requirements of this Contract.

He or she is authorized to make the foregoing statements on behalf of the Vendor.

**Note:** This is a continuing certification and Vendor shall notify the Contract Lead within 15 days of any material change to any of the representations made herein.

If any one or more of the foregoing boxes is NOT checked, Vendor shall explain the reason in the space below:



*Jack Hunt*

August 29, 2022

Signature

Date

Jack Hunt

Vice President, Program Management

Printed Name

Title

[This Certification must be signed by an individual authorized to speak for the Vendor]

**ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION**

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The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

Historically Underutilized Businesses (HUBs) consist of minority, women and disabled business firms that are at least fifty-one percent owned and operated by an individual(s) of the categories. Also included in this category are disabled business enterprises and non-profit work centers for the blind and severely disabled.

Pursuant to G.S. 143B-1361(a), 143-48 and 143-128.4, the State invites and encourages participation in this procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. This includes utilizing subcontractors to perform the required functions in this RFP. Any questions concerning NC HUB certification, contact the [North Carolina Office of Historically Underutilized Businesses](#) at (919) 807-2330. The Vendor shall respond to question a) and b) below.

a) Is Vendor a Historically Underutilized Business?  Yes  No

b) Is Vendor Certified with North Carolina as a Historically Underutilized Business?  Yes  No



**ATTACHMENT G: EXAMPLE EFFORT REPORT**

**Vendor Personnel Effort Report**  
NC Office of Recovery and Resiliency

This Exhibit is an example and subject to revision by NCORR

Invoice #:                      Invoice Date:                      Invoice Period:                      Vendor Contact:

Vendor must provide timesheets for each employee for whom the vendor charges by hourly rate. Timesheets must reflect all time recorded for the pay period. The vendor is permitted to redact line items related to work not performed under this contract, but all recorded hours must remain unredacted.

| Last Name | First Name | Position | Hourly Rate  | Rehab Program Hours | Recon Program Hours | Buyout Program Hours | Environmental Abatement Program Hours | Small Rental Repair Program Hours | General Program Management Hours | Total Hours | Total Charge for Invoice Period |
|-----------|------------|----------|--------------|---------------------|---------------------|----------------------|---------------------------------------|-----------------------------------|----------------------------------|-------------|---------------------------------|
|           |            |          |              |                     |                     |                      |                                       |                                   |                                  |             |                                 |
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|           |            |          |              |                     |                     |                      |                                       |                                   |                                  |             |                                 |
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|           |            |          |              |                     |                     |                      |                                       |                                   |                                  |             |                                 |
|           |            |          |              |                     |                     |                      |                                       |                                   |                                  |             |                                 |
|           |            |          |              |                     |                     |                      |                                       |                                   |                                  |             |                                 |
|           |            |          | <b>Total</b> | 0                   | 0                   | 0                    | 0                                     | 0                                 | 0                                | 0           | 0                               |



# North Carolina Department of Public Safety

## Purchasing and Logistics

Roy Cooper, Governor  
Eddie M. Buffalo, Jr., Secretary

Cassandra Skinner Hoekstra, Chief Deputy Secretary  
Douglas Holbrook, Chief Financial Officer  
Joanne B. Rowland, Director

# Purchasing & Logistics

## IMPORTANT BID ADDENDUM

August 16, 2022

**FAILURE TO RETURN THIS ADDENDUM IN ACCORDANCE WITH INSTRUCTIONS  
MAY SUBJECT YOUR BID TO REJECTION ON THE AFFECTED ITEM(S):**

Bid Number: **19-RFP-464735590-DAD**

COMMODITY/SERVICE: **Staff Augmentation**

ADDENDUM Number: 01

USING AGENCY: NCORR

PURCHASER: Angie Dunaway

OPENING DATE/TIME: **August 30, 2022 at 2:00 pm ET**

### **CHANGES TO RFP:**

#### **Section 5.2 TASKS/DELIVERABLES; Task 10:**

This is to clarify lead inspections are required to be completed by a licensed North Carolina inspector.

#### **Section 5.2 TASKS/DELIVERABLES; Task 10.b, Ten (10) Inspection Specialists, subsection e, is amended:**

**FROM:**

- e. ECR- Estimate of work to be completed using Xactimate to meet HQS and all applicable Federal, State, and local codes and regulations

**TO:**

- e. ECR- Estimate of work to be completed using Xactimate to meet Decent, Safe, and Sanitary living conditions (DSS) and all applicable Federal, State, and local codes and regulations

**MAILING ADDRESS:**  
4227 Mail Service Center  
Raleigh, NC 27699-4200  
[www.ncdps.gov](http://www.ncdps.gov)



*An Equal Opportunity Employer*

**OFFICE LOCATION:**  
3030 Hammond Business Place  
Raleigh, NC 27603-3666  
Telephone (919) 743-8141  
Fax (919) 715-3731

**QUESTIONS AND ANSWERS:**

Below are the responses to questions received by the August 8, 2022 at 10:00 am ET deadline for submission.

| Question # | Reference                   | Question(s)   | Answer(s)  |
|------------|-----------------------------|---|--|
| 1          | n/a                         | Is it mandatory to submit the COST COMPONENTS for all the positions/ Task?  | NCORR may review solicitations that do not include a cost component for all positions and tasks. However, be advised that significant missing cost components may indicate to NCORR that the respondent lacks the necessary capacity and knowledge to adequately perform contract services. Also see answer 2 below on NCORR's intent to award to a single vendor. |
| 2          | n/a                         | Will this opportunity result in multiple awards?  | The intent of the RFP is to award to a single Vendor. However, the State reserves the right to make separate awards to different Vendors if it is considered most advantageous to the State to do so. See Section 3.1, METHOD OF AWARD, page 12 of the RFP.  |
| 3          | n/a                         | Please provide the incumbent proposals?   | Incumbent, Hunt, Guillot & Associates (HGA) proposal for 19-RFP-015046-GSX, is located at <a href="https://www.rebuild.nc.gov/contractors/contracts-and-procurement">https://www.rebuild.nc.gov/contractors/contracts-and-procurement</a>  |
| 4          | n/a                         | Is there a way to get the bid tabulation of the previous contract.  | Tabulation for bid number 19-RFP-015046-GSX is located at the end of the Questions and Answers.  |
| 5          | n/a                         | If the candidate submitted during the bid submission, is not available when the bid is awarded, then can we submit the new candidate?   | The State reserves the right to approve or disapprove a requested substitution. See Section 4.8, PERSONNEL, page 16 of the RFP.  |
| 6          | n/a                         | How do I get more Information on this?  | Per the Request for Proposal (RFP), Section 2.5 PRE-PROPOSAL CONFERENCE, " <i>Vendor representatives are URGED and CAUTIONED to attend the pre-proposal conference and apprise themselves of the conditions and requirements which will affect the performance of the work called for by this RFP.</i> " Also reference RFP Section 2.6 PROPOSAL QUESTIONS.        |
| 7          | Section 5.1 General Page 19 | The RFP indicates that Salesforce will be used as the state's system of record (SOR). Should the awarded Vendor expect to pay for any costs associated with using the system of record? If so, can NCORR provide additional | NCORR shall provide necessary access to the state's System of Record without cost to the vendor. NCORR shall not be responsible for costs of other systems and platforms commonly used in the execution of work, such as the Adobe Suite, Microsoft Office Suite, ESRI ArcGIS tools, and as explicitly stated in the RFP the cost                                  |

|    |  |   |  |
|----|--|---|--|
|    |  | information to capture those costs within the fully.  | of Xactimate tools and other third-party tools such as Equifax Work Number or LexisNexis databases.  |
| 8  | N/A – General Inquiry                            | Could NCORR please provide a list of the individuals who attended the pre-bid conference, the entity with which they are affiliated, and whether the entities represent HUB Zone, MBE, WBE, or Labor Surplus Area firms? This will assist in encouraging participation. | The HUB Zone, MBE, WBE, or Labor Surplus Area firm status is not documented at the Pre-bid conference. This information will be available after award.   |
| 9  | N/A – General Inquiry                            | Could NCORR please specify who the incumbent contractor is, the period of contract (including option periods that were exercised), and the total amount paid to the contractor per year?  | Please see the response to Question #3 regarding the details of the current contractor. The total amount paid per year on that agreement to date has been approximately \$3.9 million a year. The scope of work considered in this procurement differs significantly. This average may not reflect the changes in scope of work in this agreement.   |
| 10 | N/A – General Inquiry                            | Could NCORR please indicate why the Department of Public Safety has chosen to bid the project out now, whether due to performance concerns or due to procurement/contractual requirements?  | The business needs for NCORR’s operation have sufficiently changed to warrant the re-procurement of services in consideration of the additional needed services and scope.   |
| 11 | N/A – General Inquiry                            | Would NCORR consider incorporating a separate requirement with associated evaluation points for the North Carolina-certified HUB Zone entity?   | Per the Request for Proposal (RFP), Section 3.3 PROPOSAL EVALUATION PROCESS, “A trade-off/ranking method of source selection will be utilized in this procurement to allow the State to award this RFP to the Vendor providing the Best Value, and recognizing that Best Value may result in award other than the lowest price or highest technically qualified offer. By using this method, the overall ranking may be adjusted up or down when considered with, or traded-off against other non-price factors.” Points are not assigned with Best Value. |
| 12 | Section 2.2, E-Procurement Fee Page 8            | Please confirm that a e-Procurement fee does not and will not apply to any contract/purchase order awarded pursuant to this solicitation.   | As stated in Request for Proposal (RFP), Section 2.2 E-PROCUREMENT FEE, the e-Procurement fee does not apply to service contracts; and accordingly, the 1.75% e-Procurement transaction fee will not be accessed.  |
| 13 | Section 3.3, Proposal Evaluation Process Page 13 | Could the State please communicate the applicable maximum points to be considered per evaluation criterion?   | See answer to Question #11.  |
| 14 | Section 4.5, HUB Participation                   | Are additional points or additional consideration to be presented for   | See answer to Question #11.  |

|    |  |   |   |
|----|--|---|---|
|    | Page 15  | inclusion of HUBs at a level exceeding 10 percent?  |   |
| 15 | Section 5.1, General<br>Page 17                                    | Will NCORR accept either a resume or a bio, or is the respondent required to provide both?  | NCORR must be able to evaluate the experience and abilities of each proposed personnel on the project. Resumes are required for each proposed personnel. A short bio is required, at a minimum, for each <i>primary</i> personnel proposed for each role. If a substitution is requested of the vendor, NCORR may request a bio for the requested substitution before approving the substitution.   |
| 16 | Section 5.2,<br>Tasks/Deliverables<br>Task 12<br>Pages 29-30       | For those positions requiring more than one individual to be proposed (e.g., six QA/QC Specialists), could NCORR please confirm that multiple backups are not required? For example, only six resumes are required to be provided for the six QA/QC positions, not 12.  | For positions that require 4 or more personnel (Quality Assurance/Quality Control Specialist, Inspection Specialist), alternative resumes and bios are not required. For all other positions secondary resumes are required even if the position has more than one personnel. For example, a secondary resume is expected for DRGR Support Staff 1 <i>and</i> DRGR Support Staff 2. A bio is not required for secondary proposed staff unless requested by NCORR due to a substitution request.<br><br>Secondary resumes, bios, or work plans are not required for tasks 12.b through 12.f due to the specialized nature of those “as-needed” services. |
| 17 | Section 5.2,<br>Tasks/Deliverables<br>Task 12<br>Pages 29-30       | During the pre-proposal conference, NCORR indicated pricing for Task 12 was expected to be all-in such that there would not be an hourly billing rate, but rather a single fixed unit cost. Please confirm such a pricing model does <b>not</b> apply to Task 12(a), Project Managers.                                    | Task 12.a “As-Needed Project Managers” are expected to bill an hourly rate similar to Task 1 through Task 11.   |
| 18 | Section 5.2,<br>Tasks/Deliverables<br>Task 12(f)<br>Pages 29-30    | Could NCORR please clarify whether it has the licenses, memberships, and/or subscriptions needed for all eligibility and benefit review and verification services? If NCORR does not have the required licenses, memberships, and/or subscriptions, please clarify which item(s) the State expects the vendor to provide. | NCORR expects the vendor to provide these licenses, memberships, or subscriptions as part of its unit cost delivery of this task. The RFP includes suggested services, however NCORR may defer to vendor experience to identify suitable alternatives for these tasks.  |
| 19 | Section 6.1, Project<br>Manager and Customer<br>Service<br>Page 30 | Please clarify whether the Project Manager position also requires a backup.   | Yes. However, the Project Manager position may be identified as one of the proposed personnel performing other tasks in the agreement.  |

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| 20 | Attachment F, Historically Underutilized Business Information<br>Page 54 | Please confirm that the prime respondent and each subcontractor is required to complete and submit this form. Alternatively, please clarify how the prime contractor should respond if it is <b>not</b> a HUB, but is utilizing a subcontractor that is a HUB. | A prime respondent may complete a submission on behalf of its engaged subcontractors. HUD designation should be indicated in the response for any subcontractors, if applicable.   |
|    | N/A – General Inquiry  | Will the state be providing laptops or desktops for the accounting, financial and other necessary personnel to access the state’s systems?   | No. NCORR does not anticipate vendors requiring hardware to access state systems. NCORR expects the vendor to ensure that equipment is available for use by its personnel.   |
| 21 | Section 2.8, Proposal Contents<br>Page 11                                | Since this is a staff augmentation contract, we understand that the firm awarded the contract will not be conflicted out of other CDBG contracts associated with future disasters. Can NCORR confirm?  | NCORR cannot anticipate all of its contract needs. A determination of whether a staff augmentation contract would conflict with other work NCORR procures at a later date would be dependent on the facts, circumstances, and needs of NCORR and is assessed as future procurements are conducted.   |
| 22 | Section 5.1, General<br>Page 18  | Can NCORR specify which positions are expected to be in office vs remote?  | Inspection Lead and Inspection Specialists are expected to be available to travel, as needed, to inspection sites and should be positioned throughout the impacted area of the state to be able to do so effectively. Task 12.b “As-Needed Property Appraisals,” Task 12.c “As-Needed Boundary Surveys,” Task 12.d “As-Needed Title Services,” and Task 12.e “As-Needed Short Sale and Closing Services” are similarly expected to be available locally in the impacted area, as needed. |
| 23 | Section 1.0, General Background<br>Page 7                                | Can NCORR share which department/section within NCORR will be in charge of this contract?  | The Program Management Office will be the primary point of contact. However, many tasks will require coordination with other teams and functions at NCORR.   |
| 24 | n/a  | Does vendor have to be located in the state of NC?   | No, the Vendor does not have to be located in North Carolina in order to submit an offer. See answer to Question 22 about staff located in North Carolina.   |
| 25 | Section 2.8, Proposal Contents<br>Page 11                                | Does “local” relevant experience take precedence over non-local during the evaluation process?   | The vendor must demonstrate a knowledge of local experience, but that is only one factor of consideration.   |
| 26 | Section 3.3 (1c), Proposal Evaluation Process<br>Page 14                 | Are “all” qualified personnel subject to meet in Durham, NC to discuss technical and contractual aspects of the offer?   | No. If qualified personnel are requested to meet in Durham, NC as per 3.3.(1)(c), NCORR may make requests for specific personnel to attend. Otherwise qualified personnel are at the discretion of the vendor.   |

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| 27 | Section 4.5, HUB Participation<br>Page 16                    | Can vendor use out of state HUB subcontractors to satisfy the 10% utilization?   | Vendors are expected to indicate HUB subcontractors were applicable in their response to the solicitation. Subcontractors may be used to satisfy the utilization target. |
| 28 | Section 6.1, Project Manager and Customer Service<br>Page 30 | This section states "The services of the PM will not be invoiced" is this the same project manager referenced in Task 12.a? If so, should we not include pricing the for PM on the cost of services sheet? | Yes, that is correct.  |
| 29 | Section 2.4, RFP Schedule<br>Page 8                          | What's the approximate award date? Eg: September to November 2022?   | NCORR wishes to make an award in early Q4 2022.  |
| 30 | Section 3.1, Method of Award<br>Page 12                      | Are there any incumbents for this statement of work?   | See answer to Question #3.   |
| 31 | Section 3.1, Method of Award<br>Page 12                      | Is there existing staff to roll over to new project?   | Vendors are expected to staff proposals according to their own staffing arrangements, practices, and policies.   |
| 32 | Section 3.1, Method of Award<br>Page 12                      | Will you make the current vendor's contract, in its entirety, available for review, including pricing?   | See answer to Question #3.   |
| 33 | Section 3.4(a), Evaluation Criteria<br>Page 14               | Part 3.4 (a) refers to the evaluation criteria for proposed staff qualification per sections 4.6 and 5.2. Will the personnel be rated on a numeric scale or pass/fail standard?                            | See answer to Question #11.  |
| 34 | Section 3.4(a), Evaluation Criteria<br>Page 14               | Part 3.4 (b) refers to the evaluation of the proposal plan to meet the Scope of Work per section 5.0. Please expand on how this evaluation will be rated.  | The evaluation criteria are listed in order of importance at Section 3.4.  |
| 35 | Section 4.3, Invoices<br>Page 15                             | Will there be electronic methods of invoice submission made available? If not, what is the physical address to mail invoices?  | Yes, electronic methods of invoice submission are available.   |
| 36 | Section 4.7, Background Checks<br>Page 16                    | Please define whether this is a basic background check or something more involved such as a Public Trust investigation?  | This is a basic background check. However, a more advanced background check may be requested based on the sensitivity of the role being performed by the vendor.         |
| 37 | Section 5.1, Scope of Work, General<br>Page 17               | Please clarify the immediacy of the start day for the staff. Staff will have to be onboarded, may have to be investigated etc. prior to beginning work.  | NCORR expects vendors to properly staff within two weeks of execution of the agreement.  |
| 38 | Section 5.1 General<br>Page 18                               | What Salesforce modules are being used by NCORR?   | NCORR uses a custom Salesforce build for its system of record.   |



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| 39 | Section 5.1 General<br>Page 18   | Can we get details on the "additional systems for financial management and reporting"?<br>a) What are the required features and capabilities?<br>b) Is there a list of recommended systems?<br>c) What is currently being used and is/are the current systems satisfactory?<br>d) Can the cost of purchasing/operating the additional systems for financial management and reporting be passed to NCORR?                                      | The financial management reporting systems are intended to interface with Salesforce and allow for rapid and accurate payment to NCORR's many vendors. The system(s) do not need to integrate directly, but could be done in excel or .csv data or other format that would allow for easy transfer of information to Salesforce. NCORR will rely on vendor's experience and capabilities to inform specific business processes. The cost of purchasing, operating, or managing additional systems for financial management are expected to be borne by the vendor and should be part of vendor's proposal. |
| 40 | Section 5.2, Task 1a, "Developing, Maintaining and Managing"<br>Page 18-19 | Is this SF application development and maintenance? Does it involve designing new reports and/or running pre-built reports?   | The vendor is expected to understand the use of DRGR, the U.S. Department of Housing and Urban Development's grants reporting system. Salesforce development is not a part of the scope of this task.  |
| 41 | Section 5.2, Tasks/Deliverables<br>Page 18-30                              | Are there more detailed job descriptions for each of the roles beyond the summary of qualifications in the RFP?   | The job descriptions as presented in the RFP adequately describe NCORR's business needs.   |
| 42 | Section 5.2, Tasks/Deliverables<br>Page 18-30                              | What is the NCORR approval process for the specific resources that we/the vendor will present? Will NCORR "interview" vendor resources?   | See Section 3.3(1)(c) of the RFP.  |
| 43 | Section 5.2, Tasks/Deliverables<br>Page 18-30                              | Will NCORR consider resources with equivalent/similar experience to CDBG-DR (who may not have specific experience with CDBG-DR/MIT business processes)?   | Vendor must explain in its response how experience is germane to NCORR's CDBG-DR and CDBG-MIT business needs.  |
| 44 | Section 5.2, Tasks/Deliverables;<br>Task 11<br>Page 27                     | What is the mechanism for reimbursement of NCORR-approved costs to support these turnkey services financial solutions for NCORR Finance and Accounting division? The statement in the RFP implies that costs go against the total Not-to-Exceed value of the contract but exclude from Attachment A: Pricing. So, how is this cost to be accounted for if no line item in pricing exists? How will it be included in the Not-To-Exceed Limit? | The vendor shall make payments out of NCORR's funds available. The payments made on behalf of NCORR are not part of the NTE in Attachment A. However, service fees or other costs associated with generating payments must be included in Attachment A: Pricing as part of the vendor's response.  |
| 45 | Attachment A: Pricing;<br>Cost of Vendor's Offer<br>Page 32                | What Government Furnished Equipment (GFE) will be provided for the vendor to use (i.e. Items such as computers. Etc.)?  | Office space will be provided for those working on site. All other equipment and supplies are the responsibility of the  |

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|    |   |  | vendor, including vehicles necessary for inspections, etc.   |
| 46 | Attachment A: Pricing;<br>Cost of Vendor's Offer<br>Page 32                       | Please explain the unit pricing desired for the As-Need items in Task 12. Do the units represent full burned cost for a single item delivered? For example, on 12.b (Property Appraisals), does 1000 units for mean 1000 individual Property Appraisals or something else?   | Correct.   |
| 47 | Attachment A: Pricing;<br>Cost of Vendor's Offer<br>Page 32-35                    | In determination of a Not-To-Exceed amount, why do the hours only reflect one FTE per line item, but the requirement is to provide primary and secondary resources for each? If we are to carry staff for primary and secondary resources, we will incur employee-based cost for both FTEs, which are accounted for in the hours structure laid out in the table.  | NCORR would not engage the services of the secondary unit unless the qualifications or performance of the primary unit are not satisfactory for NCORR's business needs.    |
| 48 | Section 3.3, Proposal<br>Evaluation Process<br>Page 13                            | Can we submit a proposal for select positions or do we have to include for all positions? Will our proposal be deemed deficient if it does not address all items ?   | See answer to Question #1.   |
| 49 | Not provided  | Will NCORR consider partial bids compliant based on the resumes submitted for only the tasks they are being bid?   | See answer to Question #1.   |
| 50 | Section 16<br>Page 46   | How should we submit changes to the Indemnity clause   | NCORR will not amend any Terms and Conditions.   |
| 51 | Not provided  | Can we place different candidates on the project due to unavailability of the candidates proposed in our response?   | See Section 4.8 of the RFP.  |
| 52 | Section 5.2 Task 9, Two<br>(2) Housing Recovery<br>Program Specialists<br>Page 25 | Task 9 requires in the paragraph immediately following the list, that "The Housing Recovery Program Specialist shall perform all services necessary to assist an applicant with <b>relocation services</b> , including ordering, scheduling, and coordinating with moving services, offsite and onsite storage services, booking and coordinating with hotels, motels, and other accommodations including lease agreements in accordance with NCORR relocation policies." However, Task 2 specifies a Relocation Specialist to assist with | Assisting with NCORR's Temporary Relocation Assistance is within scope of the Housing Recovery Program Specialist as well as the other scope items specified in that part. |

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|    |  | URA and TRA applicability and execution across multiple programs. Please confirm that the Housing Recovery Program Specialists should also help applicants access relocation services.   |   |
| 53 | Section 5.2 Task 11, Turnkey Services Page 27        | Task 11 states that "Vendor may also facilitate collection of duplication of benefit (DOB) payments in the form of escrow...." Does NCORR expect the vendor to provide account collection services under Task 11?  | Collection services are not anticipated in the scope of this RFP. However, payment plan arrangements, tracking payments, and managing payments received by NCORR is within scope. |
| 54 | Section 5.2 Task 11, Turnkey Services Page 27        | Please clarify whether the selected vendor will be responsible for making payments under Task 11, to be reimbursed by NCORR, or whether the selected vendor will only be responsible for processing the payment of NCORR's grant funding.                                    | See answer to Question #44.   |
| 55 | Not provided   | Who is current incumbent(s) on this contract and how long they have been serving?  | See answer to Question #3.  |
| 56 | Not provided   | Can you please provide the pricing proposals of incumbents?  | See answer to Question #3.  |
| 57 | Section 4.5, Requirements /Hub Participation Page 16 | Company X has HUB certification from SWEC the same is valid till: 03/21/2023. It is presumed that Company X is eligible for participation, please confirm  | Vendors are advised to ensure or verify HUB certification prior to submitting bids. Any vendor may submit an offer.   |
| 58 | Section 5.0, Scope of Work Page 17                   | It is presumed that Vendor has the provision to participate in selected tasks, instead of all the tasks for which the RFP is released. Please confirm.   | See answer to Question #1.  |
| 59 | Section 5.0, Scope of Work Page 17                   | It is presumed that for the desired staff, Vendor need to submit sample resumes during the RFP process and Actual resumes (implies final candidates to be recruited) to be provided after award of contract. Please confirm.   | Yes.  |
| 60 | Section 4.6, Requirements/ Vendor Experience Page 17 | It is presumed that Vendor can submit any similar reference of working experience with any similar Public/Private sector clients with three years of experience against the RFP requirement "Vendor need to submit <b>three public and/or private sector clients</b> (one of | Yes.  |

|    |         |   |      |
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|    |         | which must be a governmental organization) with similar or greater size and complexity to the State of North Carolina's CDBG-DR and CDBG-MIT grants". Please confirm. |      |
| 61 | General | It is understood that there is no ceiling limit (In \$) to quote for hourly billing, please confirm.  | Yes. |

**Response to Question #4, bid tabulation for contract #19-RFP-015046-GSX.**

| 19-RFP-015046-GSX<br>NCORR Staff Augmentation<br>Monday, April 20, 2020 |   |
|---|---|
| Company   | Cost  |
| Hunt, Guillot & Associates, LLC   | \$ 19,728,000. <sup>00</sup> #18,816,000 after BAFO |
| Atkins North America, Inc.  | \$ 18,374,860. <sup>22</sup>                        |
| 22 <sup>nd</sup> Century Technologies, Inc.                             | \$ 9,223,850. <sup>00</sup>                         |
| 4 Consulting, Inc.  | \$ 19,650,000. <sup>00</sup>                        |
| Booth Management Consulting, LLC  | \$ 7,728,347. <sup>46</sup>                         |

**Execute Addendum:**

VENDOR: \_\_\_\_\_ HGA

AUTHORIZED SIGNATURE: Jack Hunt

NAME and TITLE (Print or Typed): Jack Hunt, Vice President

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## 5. TECHNICAL RESPONSE TO THE SCOPE OF WORK

The HGA Team has provided Community Development Block Grant–Disaster Recovery (CDBG-DR) and Community Development Block–Grant Mitigation (CDBG-MIT) to multiple state-level programs across the U.S., as shown in Figure 1 below.

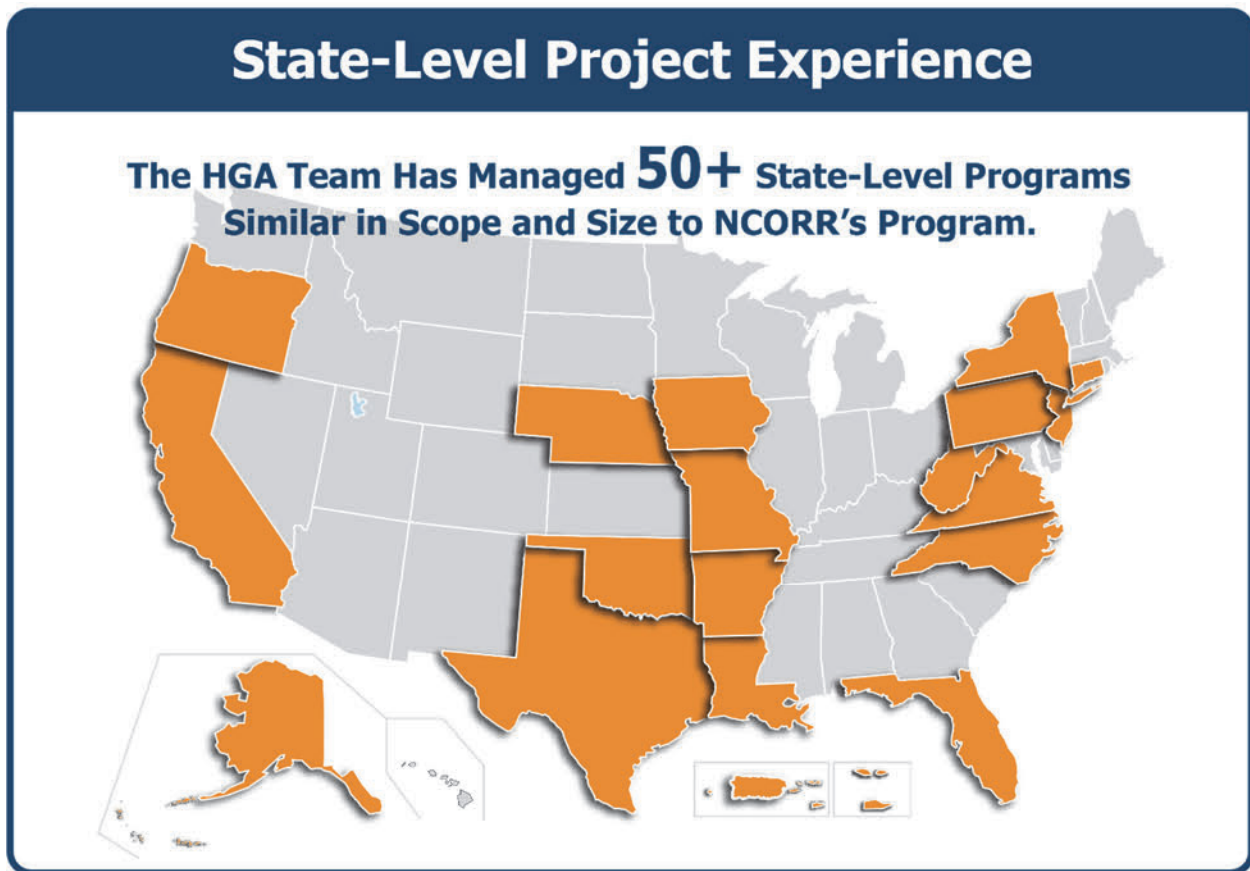
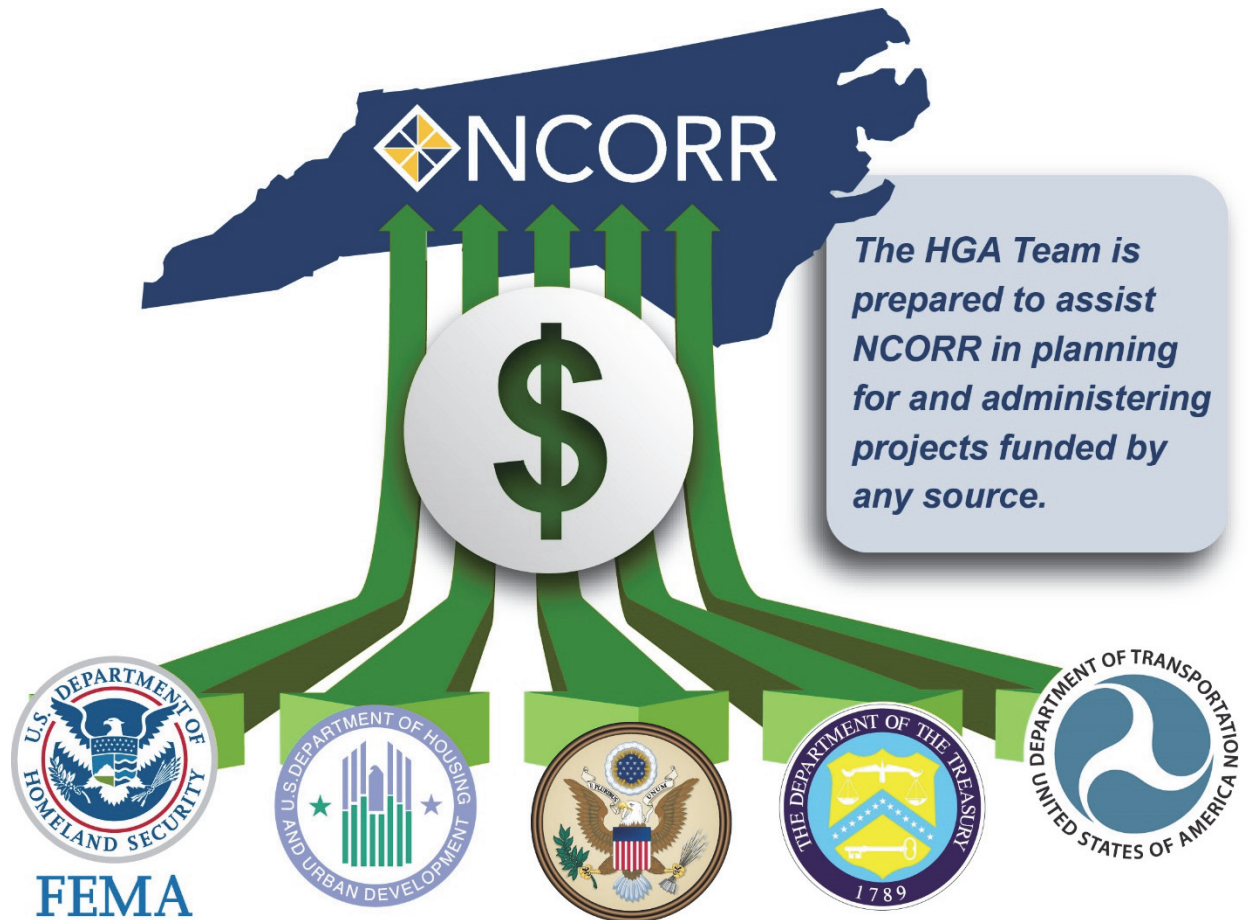


FIGURE 1: HGA TEAM STATE-LEVEL PROJECT EXPERIENCE. *Our Team has provided expert CDBG-DR and CDBG-MIT support to state agencies from North Carolina to Alaska.*

In addition to our Team's CDBG-DR and CDBG-MIT experience, the HGA Team has extensive experience administering and supporting funding related to COVID through FEMA Public Assistance (PA), HUD Community Development Block Grant–Coronavirus (CDBG-CV), and the U.S. Treasury Emergency Rental Assistance (ERA) Program. We are also supporting clients with state and federal funding sources from recent legislation such as the American Rescue Plan Act (ARPA) and the Infrastructure Investment and Jobs Act (IIJA). Through ARPA and IIJA, we have supported clients with projects related to broadband and transportation, and provided our clients with regulatory



compliance guidance, Treasury reporting, eligibility reviews of proposed projects, funding research, and grant application development. HGA has also completed Rural Surface Transportation grant applications and Safe Streets grant applications for multiple clients—new grant opportunities from U.S. Department of Transportation through IIJA.



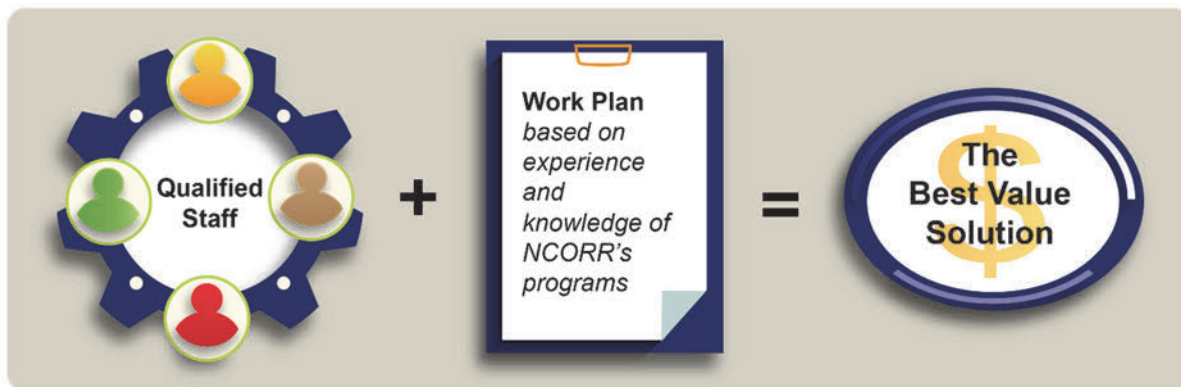
## Brief History of the Vendor

### General Background

HGA is proposing largely the same Team that has been providing NCORR with superior CDBG-DR, CDBG-MIT, and ERA staff augmentation services for the past several years, with additional proposed staff to help meet NCORR’s need for expanded staffing support. In addition to understanding NCORR’s vision for the state’s recovery programs, this Team has extensive experience in supporting all aspects of CDBG-DR, CDBG-MIT, and ERA programs, to include setting up new programs through development of policies, procedures, and materials; training



our own and customer staff for better integration of the latest updates; and ensuring knowledge transfer when the contract is done. We have demonstrated this in our past work for state recovery programs in New York and Louisiana, where we were consistently awarded contracts for recompeted (and often expanded) work. The Team staff we are offering have significant relevant experience and can continue to work—or, in the case of newly proposed staff, begin to work—immediately upon contract award.



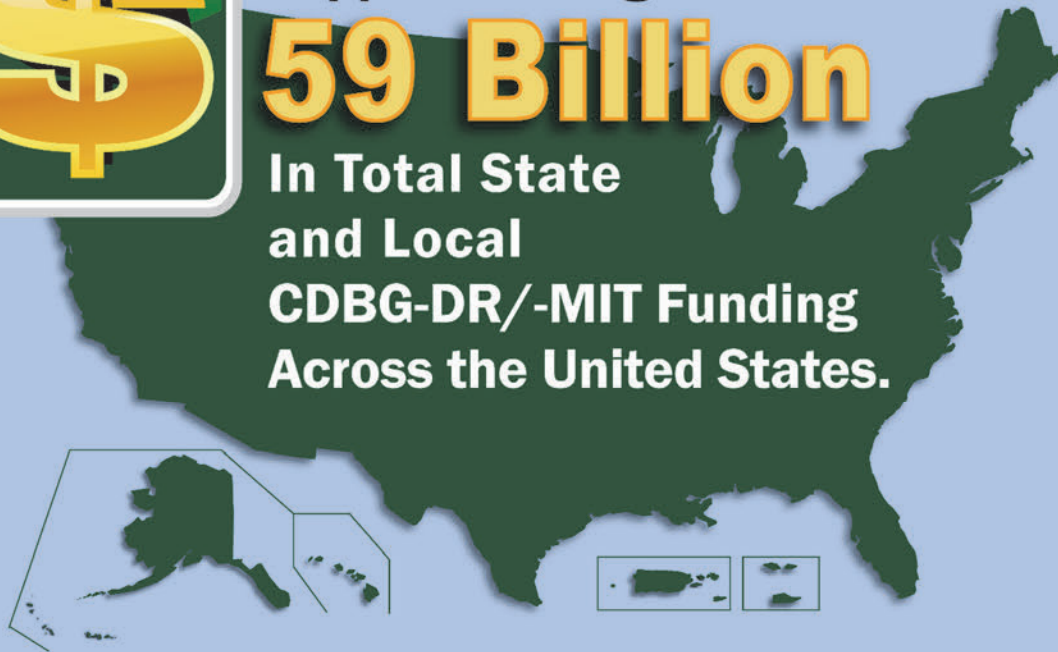
Our Team includes HGA, a prime contractor with significant experience in CDBG-DR and CDBG-MIT grant programs, and subcontractors MB3 Inc., dba Civix (formerly GCR); Mpack Strategic Consulting, LLC (Mpack); Emergent Method, LLC (Emergent Method or EM); ICF Incorporated, LLC (ICF); KSBR, LLC (KSBR); Postlethwaite & Netterville, APAC (P&N); Team Title, LLC, dba Team Civic Solutions (TCS); Stafford Act and Disaster Recovery Services, Ltd. (SADRS); Arcola Environmental, LLC (Arcola); and the EI Group. Mpack is an 8(a) small business and a certified State of North Carolina Historically Underutilized Business (HUB). SADRS is also a NC-certified HUB, as well as a North Carolina Small Business Enterprise (NCSBE), a Woman-owned Business Enterprise (WBE), and Woman-Owned Small Business (WOSB). In addition, KSBR is a certified HUB in the state of Texas, and is currently in the process of applying for HUB status in North Carolina. Arcola is certified by the Small Business Administration (SBA) as a HUBZone small business concern and a WOSB. As prime contractor on the NCORR staff augmentation project, HGA will be responsible for the overall program management, subject matter expertise, and overall CDBG-DR and CDBG-MIT regulatory compliance. HGA has a Certificate of Authority to Transact Business in North Carolina and has a plan to meet or exceed the State’s HUB participation goal of 10%.



**The HGA Team Has Supported Programs Worth**

**59 Billion**

**In Total State and Local CDBG-DR/-MIT Funding Across the United States.**



## HGA

Since opening its doors in 1997, HGA has grown into a top-ranked program management and engineering firm, with a staff of more than 500 employees providing services in more than 30 states and several foreign countries. HGA is organized into business units based on the services provided: Engineering, Integrated Services, Construction Services, Staffing, and Program Management (which encompasses HGA disaster recovery efforts).

HGA's Program Management Division has a proven track record of successfully supporting over \$20 billion in disaster recovery services across multiple programs and funding streams, for both state and local governmental clients. HGA has been providing program management and technical assistance across the states of North Carolina, Texas, Louisiana, New York, Oregon, Georgia, Florida, and the territories of Puerto Rico and the U.S. Virgin Islands.

HGA focuses on improving community resilience in the face of disaster—more specifically, on helping governments navigate large-scale housing and infrastructure programs involving multiple funding streams, such as the HUD CDBG-DR and CDBG-MIT programs and FEMA PA and Hazard Mitigation Assistance (HMA) programs. Through our project experience, we have become adept at leveraging all available funding streams to support a more comprehensive recovery for communities affected by disasters. We understand how to align the new CDBG-MIT program with existing FEMA HMA programs like the Hazard Mitigation Grant Program (HMGP) to streamline requirements.



## DISASTER RECOVERY & MITIGATION EXPERTISE

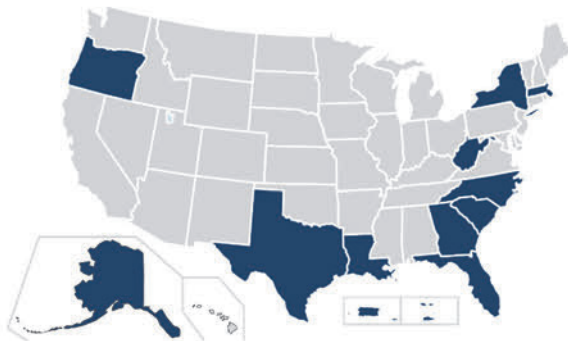


**25** YEARS IN BUSINESS

**\$20 Billion**

FEDERAL DISASTER RECOVERY PROGRAM FUNDS SUPPORTED

DISASTER RECOVERY SERVICES IN  
**11 States**



AND **2** U.S. TERRITORIES



**15 Years**

MANAGING FEDERAL DISASTER RECOVERY PROJECTS



**500+**  
EMPLOYEES

ENR-RANKED  
**TOP 50**

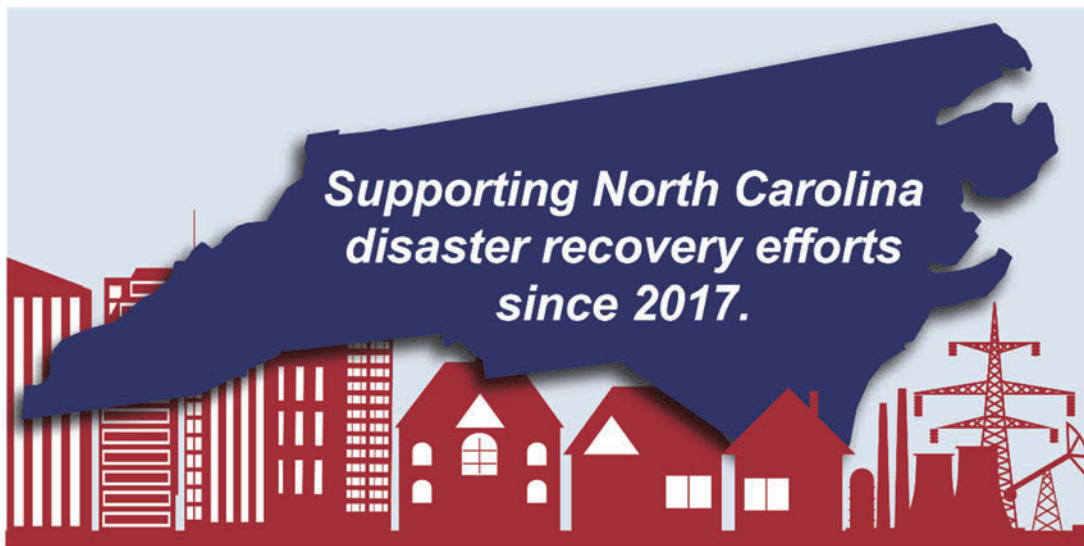
U.S. PROGRAM MANAGEMENT FIRM

**9 Offices**

ACROSS THE U.S.

## The HGA Team

All of the HGA Team members have been supporting disaster recovery efforts for the State of North Carolina over the past few years, which translates into zero learning curve, immediate action on day one, continuity and efficiency for the program, comfortability and familiarity for NCORR, and immense value for the beneficiaries. Below are brief descriptions of the HGA Team subcontractors and which pieces of the scope of work they will support.



MB3 Inc., dba Civix (formerly GCR) has more than 40 years of large-scale project management experience and long-term customer relationships. They have worked as integral team members with state governments responsible for the full lifecycle of grant processes; developed and implemented comprehensive grant administration manuals; successfully navigated HUD monitoring visits and HUD-OIG audits; designed, launched, and managed statewide recovery programs; and conducted extensive training on key administrative requirements. Over the past several years, Civix has supported 11 state-level and five city- or county-level CDBG-DR and CDBG-MIT grantees, including NCORR, through the successful design, launch, and implementation of their recovery and resilience-building efforts. Civix will support RFP Task 5.c, Planning SME, and Task 8, Reporting Specialist.



Mpact Strategic Consulting, LLC (Mpact) currently provides staff augmentation services to the State of North Carolina, ensuring that federal grant-funded projects comply with all applicable laws and regulatory requirements. Mpact is a North Carolina HUB with more than 35 years of experience managing the largest CDBG-DR programs in the country. Mpact has been



performing QA/QC reviews of all NCORR policies and procedures; conducting monitoring visits; crafting documentation and program narratives for program deliverables in the Disaster Recovery Grant Reporting (DRGR) system; and providing technical assistance and guidance during infrastructure application reviews. Mpmc will support RFP Task 1, DRGR Support Staff; Task 4, QA/QC Specialist; Task 5.b, Housing Program SME; Task 5.c, Planning SME; and Task 6, CDBG-DR Environmental Review Specialist.



Emergent Method (EM) is a management consulting firm uniquely positioned to provide communications and public outreach support to the ReBuild NC program, leveraging years of experience working on the program, cross-functional communications and policy professionals, and a project management model that focuses on integrating its team members with project staff for accessibility, efficiency, and effectiveness. Emergent Method has supported the ReBuild NC program since 2019—first as a subcontractor to IEM, and then in 2020 as a subcontractor to Horne—providing the firm with a unique, deep understanding of NCORR’s policy, team, and procedures. In addition to supporting RFP Task 4, QA/QC Specialist; Task 5.d, Construction SME; Task 5.g, Communications Services SME; and Task 12.a, As-Needed Project Managers, Emergent Method will support outreach for all Scope of Work Tasks as needed, and any additional tasks at NCORR’s request.



ICF Incorporated, LLC (ICF) has been helping communities respond to and recover from some of the most significant natural disasters in U.S. history for more than 20 years. With first-hand experience supporting NCORR in the delivery of ReBuild NC, ICF brings an understanding of NCORR’s reporting and strategic communication needs; demonstrated experience implementing NCORR’s recovery programs, including creating program SOPs; and SMEs with the proven ability to drive compliance and progress for NCORR. ICF will support RFP Task 2, Relocation Specialist; Task 3, Buyout Subject Matter Expert; Task 4, QA/QC Specialist; Task 5.b, Housing Program SME; Task 5.g, Communications Services SME; Task 5.h, Closeout SME; and Task 8, Reporting Specialist.



The KSBR, LLC (KSBR) team has been involved in all aspects of CDBG programs for both disaster recovery and mitigation allocations since 2006. More than 50% of KSBR’s staff have more than 10 years of experience in similar programs. The majority of KSBR’s proposed staff have been

managers, directors, or executives at the state or city level, managing CDBG-DR and CDBG-MIT programs. All of KSBR's staff have worked in multiple declared disasters, with more than 70% being involved with five or more declared disasters, and 50% being involved in 10 or more declared disasters. All but two of KSBR's proposed staff have been working with NCORR for more than two years and are familiar with their systems, management team, and program policies. KSBR will support RFP Task 5.a, Finance and Compliance SME; Task 5.b, Housing Program SME; Task 5.c, Planning SME; 5.h, Closeout SME; and Task 9, Housing Recovery Program Specialist.



Postlethwaite & Netterville, APAC (P&N) has been working with NCORR since March of 2021 as a subcontractor to HGA on the NCORR Housing Opportunities and Prevention of Evictions (HOPE) Program, providing excellence in disbursement of funds to residents in need. For the last 15 years, P&N has provided financial management and disbursement oversight of large programs, such as the BP Oil Spill and COVID-19 pandemic recovery, by carefully navigating federal and state regulatory requirements, program compliance requirements, vendor management, and resource availability. P&N will support all of RFP Task 11, including Tasks 11.a–11.f, by providing accounting, IT, and mail processing services.



Team Title, LLC dba Team Civic Solutions (TCS) has been providing real estate services to the public and private sectors for almost 20 years. TCS began supporting the North Carolina Department of Emergency Management on the ReBuild North Carolina Program in 2018, providing services that included titles, closings, CDBG-DR expertise, process development, and award calculations. TCS will support as-needed services under RFP Task 12.



Stafford Act and Disaster Recovery Services (SADRS) has been providing quality assurance and quality control (QA/QC) and compliance monitoring to all NCORR divisions, including single-family housing, buyout, URA, infrastructure, small rental properties, and public housing. Most recently, SADRS staff have been performing contract, regulatory, and programmatic compliance reviews, and providing project monitoring for subrecipients throughout North Carolina. SADRS is certified as a HUB, SBE, and



WBE by the State of North Carolina, and has been SBA-certified as a WOSB since 2018. SADR will support RFP Task 4, QA/QC Specialist.

Arcola Environmental, LLC (Arcola) has been providing NCORR with environmental law expertise related to executing HUD CDBG-DR 24 CFR 58 NEPA environmental reviews in HEROS and reviewing associated legal and closeout documents for the past year. Its proposed staff member is Environmental Risk Management certified and trained in ASTM technical standards. Arcola is an SBA-certified WBE and HUBZone small business. Arcola will support RFP Task 6, CDBG-DR Environmental Review Specialist.



The EI Group, Inc. (EI Group) is an environmental, health, and safety (EHS) consulting firm headquartered in Research Triangle Park, NC. This firm has more than 30 years of experience providing asbestos- and lead-based consulting services to thousands of federal, state, and municipal clients throughout the United States. EI Group will provide all asbestos inspections and lead risk assessments under this contract, using inspectors licensed by the State of North Carolina. EI Group has already conducted more than 2,000 asbestos inspections and lead risk assessments as a subcontractor on Dewberry's contract with NCORR. In addition, EI Group provided similar services for the FL Department of Economic Opportunity (DEO) Rebuild Florida Program and for the City of Columbia, SC, providing a total of approximately 650 lead risk assessments. EI Group will support RFP Task 10.b, Inspection Specialist.



## Knowledge of Programs

The HGA Team has deep, extensive knowledge of CDBG-DR and CDBG-MIT programs. We have supported almost \$60 billion in these types of programs, mostly for state-level programs, including NCORR programs. We also have significant experience in other types of related programs, such as CDBG entitlement, FEMA Hazard Mitigation and Public Assistance (PA), Coronavirus Aid, Relief, and Economic Security (CARES) Act, American Rescue Plan Act (ARPA), ERA, and IJA programs, among others. Table 1 on the following page shows the types of programs that our Team has supported across the full disaster recovery spectrum.



**TABLE 1: HGA TEAM KNOWLEDGE OF DISASTER RECOVERY PROGRAMS.** *Our Team has worked across a wide range of disaster recovery programs—not only CDBG-DR and CDBG-MIT, but other grant programs as well. This broad knowledge across disaster recovery and other grant programs will allow us to make recommendations about other potential funding sources.*

|  |                                   | HGA | Civix | Mpact | KSBR | EM | P&N | TCS | ICF | SADRS | Arcola | EI Group |
|--|-----------------------------------|-----|-------|-------|------|----|-----|-----|-----|-------|--------|----------|
| CDBG-DR and CDBG-MIT Programs                  |                                   |     |       |       |      |    |     |     |     |       |        |          |
| <b>Single-Family Housing</b>                   | Reimbursement                     | ●   | ●     | ●     | ●    | ●  | ●   | ●   | ●   |       | ●      |          |
|  | Rehabilitation                    | ●   | ●     | ●     | ●    | ●  | ●   | ●   | ●   |       | ●      |          |
|  | Reconstruction                    | ●   | ●     | ●     | ●    | ●  | ●   | ●   | ●   |       | ●      |          |
|  | Elevation                         | ●   | ●     | ●     | ●    | ●  | ●   | ●   | ●   |       | ●      |          |
|  | Buyout                            | ●   | ●     | ●     | ●    | ●  | ●   | ●   | ●   | ●     | ●      |          |
| <b>Multi-Family Housing</b>                    | Rehabilitation/<br>Reconstruction | ●   | ●     | ●     | ●    | ●  | ●   |     | ●   |       | ●      |          |
|  | New Development                   | ●   | ●     |       | ●    |    |     |     | ●   |       | ●      |          |
|  | Rentals                           | ●   | ●     | ●     | ●    | ●  | ●   |     | ●   |       | ●      |          |
| <b>Affordable Housing</b>                      |                                   | ●   | ●     | ●     | ●    | ●  | ●   | ●   | ●   |       | ●      |          |
| <b>Code Compliance</b>                         |                                   | ●   |       | ●     | ●    |    |     |     | ●   | ●     | ●      |          |
| <b>Construction Management and Inspections</b> |                                   | ●   |       |       | ●    | ●  |     |     | ●   |       | ●      | ●        |
| <b>Infrastructure</b>                          |                                   | ●   | ●     | ●     | ●    |    |     |     | ●   | ●     | ●      |          |
| <b>Economic Development</b>                    |                                   | ●   | ●     | ●     | ●    |    |     | ●   | ●   | ●     | ●      |          |
| <b>Outreach &amp; Communication</b>            |                                   | ●   | ●     | ●     | ●    | ●  | ●   |     | ●   | ●     | ●      |          |

|   | HGA | Civix | Mpact | KSBR | EM | P&N | TCS | ICF | SADRS | Arcola | El Group |
|---|-----|-------|-------|------|----|-----|-----|-----|-------|--------|----------|
| Federal Cross-Cutting Requirements            | ●   | ●     | ●     | ●    |    |     | ●   | ●   | ●     | ●      |          |
| Planning                                      | ●   | ●     |       | ●    | ●  |     | ●   | ●   |       | ●      |          |
| FEMA Programs                                 |     |       |       |      |    |     |     |     |       |        |          |
| Hazard Mitigation Grant Program (HMGP)        | ●   | ●     | ●     | ●    |    |     |     | ●   | ●     | ●      |          |
| Public Assistance (PA)                        | ●   | ●     | ●     | ●    | ●  | ●   |     | ●   | ●     |        |          |
| Other Programs                                |     |       |       |      |    |     |     |     |       |        |          |
| Emergency Rental Assistance (ERA)             | ●   | ●     | ●     | ●    | ●  | ●   |     |     |       |        |          |
| American Rescue Plan Act (ARPA)               | ●   | ●     | ●     |      | ●  | ●   |     | ●   |       |        |          |
| Infrastructure Investment and Jobs Act (IIJA) | ●   | ●     | ●     |      | ●  | ●   |     | ●   |       |        |          |

## Experience

The HGA Team far exceeds the required experience with public or private-sector clients of similar or greater size and complexity to the State of North Carolina's CDBG-DR and CDBG-MIT grants. Our Team has helped **more than 50 state governmental agencies** with the design and implementation of their disaster recovery and mitigation projects.

The HGA Team has provided Table 2 beginning on the following page, listing our most relevant state-level projects with **client references** to demonstrate our superior qualifications. Our references will attest to the quality of work that we have delivered for previous programs, and we will deliver a similar level of high quality for NCORR. We strongly encourage you to check with our references and inquire about our performance on other projects. Our references are actual client staff who are responsible for delivering programs, and we worked closely with them on a day-to-day basis.

TABLE 2: TEAM EXPERIENCE BY SOW AREA. These example projects represent work that is similar to the SOW tasks in size, complexity, or scope, primarily for state-level governmental clients.

| Contractor | Similar Project   | DRGR | Relocation | Buyouts | OAVOC | Plan & Policy Development | Single-Family Housing Programs | Planning | Affordable Housing | Code Enforcement | Communication Services | Closeout | Environmental Reviews | Infrastructure | Housing Recovery | Inspections | Accounting | Reporting/ IT Systems | Mailing Services | Project Management | Appraisals | Boundary Surveys | Title Services | Short Sale and Closing Services | Eligibility and Benefits Verification | Point of Contact Information (Name, Title, Phone, E-mail)  |
|------------|---|------|------------|---------|-------|---------------------------|--------------------------------|----------|--------------------|------------------|------------------------|----------|-----------------------|----------------|------------------|-------------|------------|-----------------------|------------------|--------------------|------------|------------------|----------------|---------------------------------|---------------------------------------|--|
| HGA        | NCORR Staff Augmentation for CDBG-DR Program Delivery and Program Oversight                       | ●    | ●          | ●       | ●     | ●                         |                                | ●        | ●                  | ●                |                        |          | ●                     | ●              | ●                |             |            | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Matt Arlyn, Director, NCORR<br>(984) 232-3234<br>matthew.arlyn@ncdps.gov   |
| HGA        | NCORR Program Management for Housing Opportunities and Prevention of Evictions (HOPE) ERA Program |      |            |         |       |                           |                                |          |                    |                  |                        |          |                       |                |                  |             | ●          | ●                     | ●                | ●                  |            |                  |                |                                 | ●                                     | Matt Arlyn, Director, NCORR<br>(984) 232-3234<br>matthew.arlyn@ncdps.gov   |
| HGA        | Puerto Rico Department of Housing (PRDOH) CDBG-DR/MIT Infrastructure and Housing                  |      |            |         | ●     | ●                         | ●                              | ●        |                    |                  | ●                      |          |                       | ●              | ●                | ●           |            | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Mitchelle Méndez Castañeda, former CDBG-DR Director for Disaster Recovery, Departamento de la Vivienda<br>(787) 640-5904<br>mitchelle_mendez@hotmail.com |
| HGA        | LA OCD Restore Louisiana CDBG-DR Housing Program Management                                       |      | ●          | ●       | ●     | ●                         | ●                              | ●        |                    |                  |                        | ●        | ●                     |                | ●                | ●           | ●          | ●                     | ●                | ●                  | ●          |                  | ●              | ●                               | ●                                     | Jeff Haley, Chief Operating Officer, LA OCD<br>(225) 341-2270<br>Jeff.Haley@La.gov   |
| HGA        | NY GOSR Hurricane Sandy CDBG-DR Infrastructure and Community Reconstruction Program               | ●    | ●          | ●       | ●     | ●                         |                                | ●        |                    | ●                |                        |          |                       | ●              |                  |             |            | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Erin Waz, Managing Director, NY GOSR<br>(518) 248-6147<br>erin.waz@stormrecovery.ny.gov  |
| HGA        | NY GOSR Hurricane Sandy CDBG-DR Construction Management Support Services                          |      | ●          |         | ●     | ●                         | ●                              |          | ●                  | ●                |                        |          |                       |                | ●                | ●           |            | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Erin Waz, Managing Director, NY GOSR<br>(518) 248-6147<br>erin.waz@stormrecovery.ny.gov  |
| HGA        | LA OCD Hurricane Katrina/Rita CDBG-DR Infrastructure  | ●    |            |         | ●     | ●                         |                                |          | ●                  |                  |                        |          | ●                     | ●              |                  |             |            | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Pat Forbes, Executive Director, LA OCD<br>(225) 219-9600<br>Patrick.forbes@la.gov  |
| HGA        | LA OCD Restore Louisiana CDBG-DR Residential Inspection Services                                  |      |            |         | ●     | ●                         |                                |          |                    |                  |                        |          |                       |                | ●                |             |            | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Jeff Haley, Chief Operating Officer, LA OCD<br>(225) 341-2270<br>Jeff.Haley@La.gov   |

| Contractor | Similar Project  | DRGR | Relocation | Buyouts | OA/OC | Plan & Policy Development | Single-Family Housing Programs | Planning | Affordable Housing | Code Enforcement | Communication Services | Closeout | Environmental Reviews | Infrastructure | Housing Recovery | Inspections | Accounting | Reporting/ IT Systems | Mailing Services | Project Management | Appraisals | Boundary Surveys | Title Services | Short Sale and Closing Services | Eligibility and Benefits Verification  | Point of Contact Information (Name, Title, Phone, E-mail)  |
|------------|--|------|------------|---------|-------|---------------------------|--------------------------------|----------|--------------------|------------------|------------------------|----------|-----------------------|----------------|------------------|-------------|------------|-----------------------|------------------|--------------------|------------|------------------|----------------|---------------------------------|--|--|
| HGA        | FL Department of Economic Opportunity (DEO) CDBG-DR Staff Augmentation                                       |      |            | ●       |       | ●                         | ●                              | ●        | ●                  |                  |                        |          |                       | ●              | ●                |             |            | ●                     |                  | ●                  |            |                  |                |                                 |  | Ryan Butler, Director, Office of Long-Term Resiliency, FL DEO<br>(850) 717-8518<br>ryan.butler@deo.myflorida.com   |
| HGA        | Virgin Islands Housing Finance Authority (VIHFA) CDBG-DR Technical Assistance and Planning Support           |      |            |         |       | ●                         |                                | ●        |                    |                  |                        |          | ●                     | ●              | ●                |             |            |                       |                  |                    |            |                  |                |                                 |  | Antoinette Fleming, Former CDBG-DR Director, VHIFA<br>(340) 473-6632   |
| HGA        | Support for State of LA ERA Rent and Utilities Program   |      |            |         | ●     | ●                         |                                | ●        |                    |                  |                        |          |                       |                |                  |             |            |                       |                  |                    |            |                  |                | ●                               | Jeff Haley, Chief Operating Officer, LA OCD<br>(225) 341-2270<br>Jeff.Haley@La.gov |  |
| HGA        | East Baton Rouge Parish Office of Community Development Program Management of ERA Rent and Utilities Program |      |            |         | ●     | ●                         |                                | ●        |                    |                  | ●                      |          |                       |                |                  |             |            |                       |                  |                    |            |                  |                |                                 | ●  | Courtney M. Scott, Assistant Chief Administrative Officer, East Baton Rouge Parish Mayor's Office<br>(225) 389-3100<br>cmscott@brla.gov                              |
| Civix      | LA OCD Restore Louisiana 2016 Floods Recovery Support  |      |            |         |       | ●                         | ●                              | ●        |                    |                  | ●                      |          |                       |                |                  |             |            |                       |                  |                    |            |                  |                |                                 |  | Jeff Haley, Chief Operating Officer, LA OCD<br>(225) 341-2270<br>Jeff.Haley@La.gov   |
| Civix      | Puerto Rico CDBG-DR Technical Assistance for Hurricane Maria   |      |            |         | ●     | ●                         |                                |          |                    |                  |                        |          |                       | ●              | ●                |             |            |                       |                  |                    |            |                  |                |                                 |  | Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, HUD<br>(202) 402-4649<br>Tennille.S.Parker@hud.gov |
| Civix      | Jefferson Parish, LA Grant Management Support  |      |            |         |       | ●                         |                                |          | ●                  |                  |                        |          |                       | ●              |                  |             |            |                       |                  | ●                  |            |                  |                |                                 |  | Tamithia Shaw, Director, Jefferson Parish Department of Community Development<br>(504) 736-6262<br>tshaw@jeffparish.net  |



| Contractor | Similar Project  | DRGR | Relocation | Buyouts | QA/QC | Plan & Policy Development | Single-Family Housing Programs | Planning | Affordable Housing | Code Enforcement | Communication Services | Closeout | Environmental Reviews | Infrastructure | Housing Recovery | Inspections | Accounting | Reporting/ IT Systems | Mailing Services | Project Management | Appraisals | Boundary Surveys | Title Services | Short Sale and Closing Services | Eligibility and Benefits Verification | Point of Contact Information (Name, Title, Phone, E-mail)  |
|------------|--|------|------------|---------|-------|---------------------------|--------------------------------|----------|--------------------|------------------|------------------------|----------|-----------------------|----------------|------------------|-------------|------------|-----------------------|------------------|--------------------|------------|------------------|----------------|---------------------------------|---------------------------------------|--|
| Civix      | NY GOSR CDBG-DR Grants Management for Hurricane Sandy  |      |            | ●       | ●     | ●                         |                                |          | ●                  |                  |                        |          |                       | ●              | ●                |             |            | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Natalie Wright, former Deputy Executive Director for Community Reconstruction, Infrastructure, and Small Business, NY GOSR<br>(612) 868-4186<br>wright.2.natalie@gmail.com |
| Civix      | California Dept. of Housing and Community Development CDBG-DR Grants Management Services             | ●    | ●          | ●       | ●     | ●                         | ●                              | ●        | ●                  |                  | ●                      |          |                       | ●              | ●                |             |            | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Susan Naramore, Sr. Specialist-Disaster Recovery, Dept. of Housing and Community Development<br>(916) 263-0371<br>susan.naramore@hcd.ca.gov                                |
| Civix      | HUD Community Compass CDBG-DR/MIT Technical Assistance Assignments                                   | ●    | ●          | ●       |       | ●                         | ●                              | ●        | ●                  |                  |                        |          |                       |                |                  |             |            |                       |                  |                    |            |                  |                |                                 |                                       | Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, HUD<br>(202) 402-4649<br>Tennille.S.Parker@hud.gov       |
| Civix      | Florida DEO CDBG-DR Oversight and Monitoring   |      |            |         | ●     | ●                         | ●                              |          |                    |                  |                        |          |                       |                |                  |             |            |                       |                  |                    |            |                  |                |                                 |                                       | Hannah E. Tucker, Compliance & Reporting Manager, Florida DEO Office of Long-Term Resiliency<br>(850) 717-8509<br>Hannah.Tucker@deo.myflorida.com                          |
| Civix      | Texas General Land Office (GLO) Hurricane Harvey and Tropical Storm Imelda Housing Recovery Programs |      |            |         | ●     | ●                         | ●                              | ●        |                    |                  |                        |          |                       |                | ●                |             |            |                       |                  |                    |            |                  |                |                                 | ●                                     | Joanna Redmond, Disaster Recovery Department Manager-Central Region, AECOM<br>(225) 922-5700<br>joanna.redmond@aecom.com   |
| Mpact      | NY GOSR Hurricane Sandy  |      |            |         | ●     | ●                         |                                |          |                    |                  |                        |          |                       |                |                  |             |            |                       |                  |                    |            |                  |                |                                 |                                       | Jennell Doris, former Interim Director, Monitoring & Compliance, NY GOSR<br>(212) 341-5043<br>JDoris@cityhall.nyc.gov  |
| Mpact      | LA OCD Restore Louisiana Homeowner Assistance Program  |      | ●          |         | ●     | ●                         |                                |          |                    |                  |                        |          |                       |                |                  |             |            |                       |                  |                    |            |                  |                |                                 |                                       | Lauren Tichenor Nichols, Director of Policy, Resilience, and Strategic Initiatives, LA OCD<br>(225) 219-9600<br>Lauren.Tichenor@la.gov                                     |

| Contractor | Similar Project   | DRGR | Relocation | Buyouts | OA/OC | Plan & Policy Development | Single-Family Housing Programs | Planning | Affordable Housing | Code Enforcement | Communication Services | Closeout | Environmental Reviews | Infrastructure | Housing Recovery | Inspections | Accounting | Reporting/ IT Systems | Mailing Services | Project Management | Appraisals | Boundary Surveys | Title Services | Short Sale and Closing Services | Eligibility and Benefits Verification | Point of Contact Information (Name, Title, Phone, E-mail)   |
|------------|---|------|------------|---------|-------|---------------------------|--------------------------------|----------|--------------------|------------------|------------------------|----------|-----------------------|----------------|------------------|-------------|------------|-----------------------|------------------|--------------------|------------|------------------|----------------|---------------------------------|---------------------------------------|---|
| Mpact      | City of San Marcos, TX CDBG-DR Housing Program  |      | ●          |         | ●     | ●                         |                                |          |                    |                  |                        |          |                       |                |                  |             |            |                       |                  |                    |            |                  |                |                                 |                                       | Stacy Brown, Manager, City of San Marcos, TX<br>(512) 805-2604<br>sbrown@sanmarcostx.gov  |
| KSBR       | NCORR Staff Augmentation for CDBG-DR Program Delivery and Program Oversight           |      | ●          |         | ●     | ●                         | ●                              | ●        |                    |                  |                        |          |                       |                | ●                |             | ●          | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Matt Arlyn, Director, NCORR<br>(984) 232-3234<br>matthew.arlyn@ncdps.gov  |
| KSBR       | State of Texas Hurricanes Rita, Ike, and Dolly and Texas Wildfires Program Management | ●    | ●          | ●       | ●     | ●                         | ●                              | ●        | ●                  | ●                | ●                      | ●        | ●                     | ●              | ●                | ●           | ●          | ●                     | ●                | ●                  | ●          | ●                | ●              | ●                               | ●                                     | Martin Rivera, Director, Community Development Program, Texas General Land Office<br>(512) 644-6150<br>Martin.Rivera.glo@recovery.texas.gov |
| KSBR       | NYC Mayor's Office of Housing Recovery CDBG-DR Hurricane Sandy                        |      |            |         | ●     | ●                         | ●                              | ●        | ●                  | ●                | ●                      | ●        |                       | ●              | ●                | ●           | ●          | ●                     |                  | ●                  | ●          |                  |                |                                 |                                       | Rudy Giuliani, Director of HRO<br>(212) 615-8329<br>RGiuliani@recovery.nyc.gov  |
| EM         | Rebuild NC Homeowner Recovery and Strategic Buyout Programs                           |      | ●          | ●       | ●     | ●                         | ●                              | ●        |                    |                  | ●                      | ●        | ●                     |                | ●                | ●           |            | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Moneka Jani, Contract Administrator, NCORR<br>(984) 867-7015<br>Moneka.jani@ncdps.gov   |
| EM         | Restore Louisiana Homeowner Assistance Program 2016 Floods                            |      |            | ●       | ●     | ●                         | ●                              | ●        |                    |                  | ●                      |          |                       |                | ●                |             |            | ●                     | ●                | ●                  |            |                  |                |                                 |                                       | Pat Forbes, Executive Director, LA OCD<br>(225) 219-9600<br>Patrick.forbes@la.gov   |
| EM         | Restore Louisiana Homeowner Assistance Program 2020-2021 Hurricanes                   |      |            |         | ●     | ●                         | ●                              | ●        | ●                  |                  | ●                      |          |                       |                | ●                |             |            | ●                     | ●                | ●                  |            |                  |                |                                 |                                       | Pat Forbes, Executive Director, LA OCD<br>(225) 219-9600<br>Patrick.forbes@la.gov   |
| P&N        | LA OCD Restore Louisiana CDBG-DR Homeowner Assistance Program                         |      | ●          | ●       | ●     | ●                         | ●                              |          |                    |                  | ●                      | ●        |                       |                | ●                |             | ●          | ●                     | ●                | ●                  | ●          |                  |                |                                 |                                       | Pat Forbes, Executive Director, LA OCD<br>(225) 342-7412<br>Patrick.forbes@la.gov   |
| P&N        | NCORR Housing Opportunities and Prevention of Evictions Program (HOPE)                |      |            |         |       |                           | ●                              |          |                    |                  |                        |          |                       |                | ●                |             | ●          | ●                     |                  | ●                  |            |                  |                |                                 |                                       | Jim Klingler, Finance Chief, NCORR<br>(984) 833-5397<br>jim.klingler@ncdps.gov  |

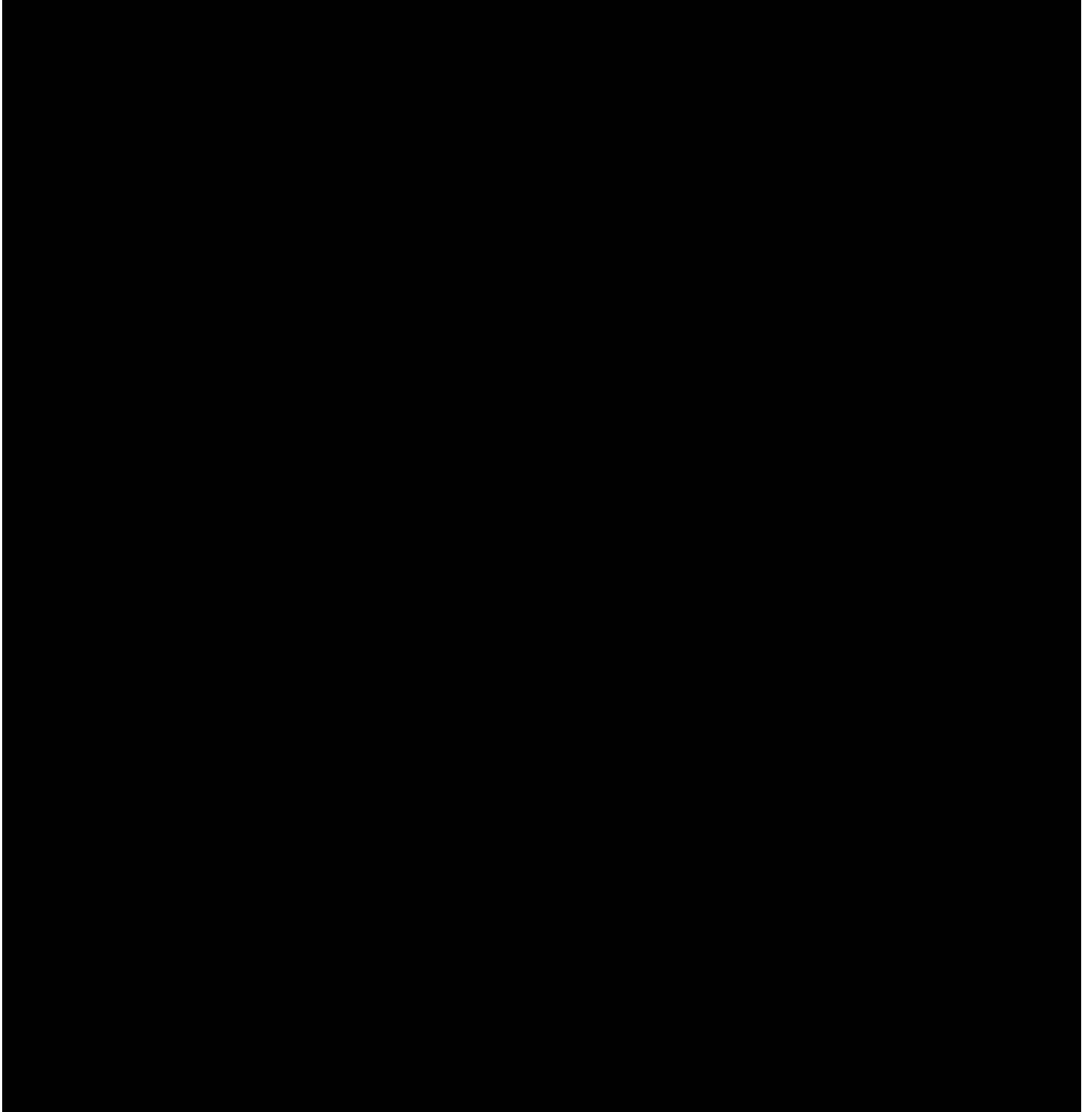


| Contractor | Similar Project   | DRGR | Relocation | Buyouts | QA/QC | Plan & Policy Development | Single-Family Housing Programs | Planning | Affordable Housing | Code Enforcement | Communication Services | Closeout | Environmental Reviews | Infrastructure | Housing Recovery | Inspections | Accounting | Reporting/ IT Systems | Mailing Services | Project Management | Appraisals | Boundary Surveys | Title Services | Short Sale and Closing Services | Eligibility and Benefits Verification | Point of Contact Information (Name, Title, Phone, E-mail)  |
|------------|---|------|------------|---------|-------|---------------------------|--------------------------------|----------|--------------------|------------------|------------------------|----------|-----------------------|----------------|------------------|-------------|------------|-----------------------|------------------|--------------------|------------|------------------|----------------|---------------------------------|---------------------------------------|--|
| P&N        | Fulton County, GA ERA Program   |      |            |         | ●     | ●                         |                                |          |                    |                  | ●                      |          |                       |                | ●                |             | ●          | ●                     | ●                | ●                  | ●          |                  |                |                                 | ●                                     | Dr. Pamela Roshell, Chief Operating Officer, Fulton County, GA<br>(404) 612-1243<br>Pamela.Roshell@fultoncountyga.gov    |
| TCS        | LA OCD Restore Louisiana CDBG-DR Housing Program Management                                     |      |            | ●       | ●     | ●                         | ●                              | ●        |                    |                  |                        | ●        |                       |                | ●                |             |            |                       |                  | ●                  | ●          | ●                | ●              |                                 |                                       | Jeff Haley<br>Chief Operating Officer, LA OCD<br>(225) 341-2270<br>jeff.haley@la.gov                                     |
| TCS        | California Dept. of Housing and Community Development (HCD) CDBG-DR Grant Management            |      |            |         |       |                           | ●                              |          |                    |                  |                        | ●        |                       |                | ●                |             |            |                       |                  | ●                  | ●          | ●                | ●              |                                 |                                       | Michael Gagner, MJA, Senior Program Manager, Government Services, Horne<br>(916) 857-9201<br>michael.gagner@hornellp.com |
| TCS        | LA OCD Louisiana Road Home  |      |            | ●       | ●     | ●                         | ●                              | ●        |                    |                  |                        | ●        |                       |                | ●                |             |            |                       |                  | ●                  | ●          | ●                | ●              |                                 |                                       | Jeff Haley<br>Chief Operating Officer, LA OCD<br>(225) 341-2270<br>jeff.haley@la.gov                                     |
| TCS        | Louisiana Land Trust CDBG REO Property Divestiture Program                                      |      |            | ●       |       | ●                         | ●                              |          |                    |                  |                        | ●        |                       |                | ●                |             |            |                       |                  | ●                  | ●          | ●                | ●              |                                 |                                       | Michael B. Taylor, Executive Director, Louisiana Land Trust<br>(318) 613-7701<br>mtaylor@lalandtrust.us                  |
| TCS        | North Carolina Department of Emergency Management Rebuild NC CDBG-DR HAP                        |      |            |         | ●     | ●                         | ●                              |          |                    |                  |                        | ●        |                       |                | ●                |             |            |                       |                  | ●                  | ●          | ●                | ●              |                                 |                                       | Heath Wright, Director of Implementation Team, ReBuild NC<br>(888) 821-0202<br>Heath.Wright@hornellp.com                 |
| TCS        | Florida Department of Emergency Management CDBG-DR HAP  |      |            |         | ●     | ●                         | ●                              | ●        |                    |                  |                        | ●        |                       |                |                  | ●           |            |                       |                  | ●                  | ●          | ●                | ●              |                                 |                                       | Jon Mabry, Vice President, Disaster Recovery, IEM<br>(601) 953-4562<br>john.mabry@iem.com                                |
| ICF        | NCORR ReBuild NC Strategic Buyout & URA Program and Applicant Outreach and Community Engagement |      | ●          | ●       | ●     | ●                         |                                |          | ●                  |                  | ●                      |          |                       |                |                  |             |            |                       |                  | ●                  |            |                  |                |                                 | ●                                     | Maggie Battaglin, Buyout Manager, NCORR<br>(984) 220-4998<br>Maggie.Battaglin@ncdps.gov                                  |

| Contractor | Similar Project  | DRGR | Relocation | Buyouts | OA/OC | Plan & Policy Development | Single-Family Housing Programs | Planning | Affordable Housing | Code Enforcement | Communication Services | Closeout | Environmental Reviews | Infrastructure | Housing Recovery | Inspections | Accounting | Reporting/ IT Systems | Mailing Services | Project Management | Appraisals | Boundary Surveys | Title Services | Short Sale and Closing Services | Eligibility and Benefits Verification | Point of Contact Information (Name, Title, Phone, E-mail)  |  |
|------------|--|------|------------|---------|-------|---------------------------|--------------------------------|----------|--------------------|------------------|------------------------|----------|-----------------------|----------------|------------------|-------------|------------|-----------------------|------------------|--------------------|------------|------------------|----------------|---------------------------------|---------------------------------------|--|--|
| ICF        | Texas GLO CDBG-MIT Grant Administration and Grant Management Services  | ●    |            | ●       | ●     | ●                         |                                | ●        | ●                  | ●                |                        |          |                       | ●              |                  |             | ●          | ●                     |                  | ●                  |            |                  |                |                                 | ●                                     | Ginger Mills, Director of Legal Services, TX GLO<br>(512) 463-5093<br>Ginger.mills@glo.texas.gov |  |
| ICF        | Texas GLO Hurricane Harvey CDBG-DR Recovery Services   | ●    | ●          | ●       | ●     | ●                         | ●                              | ●        | ●                  |                  |                        | ●        | ●                     | ●              | ●                | ●           | ●          | ●                     |                  | ●                  |            |                  |                |                                 |                                       | ●  | Ginger Mills, Director of Legal Services, TX GLO<br>(512) 463-5093<br>Ginger.mills@glo.texas.gov   |
| ICF        | PRDOH R3 Program Grant Manager   |      | ●          | ●       | ●     | ●                         | ●                              |          |                    |                  |                        | ●        |                       |                | ●                | ●           | ●          | ●                     |                  | ●                  | ●          | ●                | ●              |                                 |                                       | ●  | Orisson Trossi-Olivera, PRDOH Deputy Director<br>(787) 274-2527 x6404<br>otrossi@vivienda.pr.gov   |
| ICF        | New Jersey Department of Community Affairs (NJ DCA) Housing Program Implementation Strategy Advisor          | ●    | ●          | ●       | ●     | ●                         | ●                              | ●        |                    |                  | ●                      | ●        | ●                     | ●              | ●                | ●           | ●          | ●                     |                  | ●                  |            |                  |                |                                 | ●                                     | ●  | Elizabeth Mackay, Assistant Director, NJ DCA<br>(609) 292-1097<br>Elizabeth.mackay@dca.nj.gov  |
| SADRS      | NCORR Staff Augmentation for CDBG-DR Program Delivery and Program Oversight                                  |      |            |         | ●     | ●                         |                                |          |                    |                  |                        |          |                       | ●              |                  |             |            |                       |                  | ●                  |            |                  |                |                                 |                                       |  | Amanda Stapleton, Compliance Director, NCORR<br>(919) 418-0554<br>Amanda.stapleton@ncdps.gov   |
| SADRS      | NY GOSR Hurricane Sandy CDBG-DR Construction Management Support Services                                     |      | ●          |         | ●     | ●                         |                                |          |                    |                  |                        | ●        |                       | ●              |                  |             |            |                       |                  | ●                  |            |                  |                |                                 |                                       |  | Natalie Wright, former Deputy Executive Director for Community Reconstruction, Infrastructure, and Small Business, NY GOSR<br>(612) 868-4186<br>wright.2.natalie@gmail.com |
| SADRS      | NY GOSR Hurricane Sandy CDBG-DR Interim Mortgage Assistance Program  |      |            |         | ●     | ●                         | ●                              |          |                    |                  |                        |          |                       |                | ●                |             |            |                       |                  | ●                  |            |                  |                |                                 |                                       | ●  | Esrone McDaniels, former Site Manager for IMA and Housing Recovery, NY GOSR<br>(850) 284-8034  |
| SADRS      | Polk County Office of Neighborhoods and Community Development CDBG-DR Project Application and Implementation |      |            |         |       | ●                         |                                | ●        |                    |                  | ●                      |          |                       | ●              |                  |             |            |                       |                  | ●                  |            |                  |                |                                 |                                       | ●  | Terry Beaudry, former Director of Housing and Neighborhood Development<br>(863) 534-5240   |

| Contractor                            | Similar Project   | DRGR | Relocation | Buyouts | QA/QC | Plan & Policy Development | Single-Family Housing Programs | Planning | Affordable Housing | Code Enforcement | Communication Services | Closeout | Environmental Reviews | Infrastructure | Housing Recovery | Inspections | Accounting | Reporting/ IT Systems | Mailing Services | Project Management | Appraisals | Boundary Surveys | Title Services | Short Sale and Closing Services | Eligibility and Benefits Verification | Point of Contact Information (Name, Title, Phone, E-mail)   |
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| SADRS                                 | North Carolina Division of Emergency Management (NC DEM) Buyout and URA Program                                     |      | ●          | ●       |       | ●                         | ●                              | ●        |                    |                  | ●                      |          |                       |                |                  |             |            |                       |                  | ●                  | ●          | ●                | ●              |                                 | ●                                     | Cheryl Perry, former Assistant Attorney General, NC DEM<br>(919) 801-7685<br>caperrysmith@gmail.com                                       |
| Arcola                                | NCORR Staff Augmentation for CDBG-DR Program Delivery and Program Oversight   |      |            |         | ●     | ●                         |                                |          | ●                  | ●                |                        | ●        | ●                     | ●              |                  |             |            | ●                     | ●                | ●                  |            |                  |                |                                 |                                       | Laura Hogshead, Director, NCORR<br>(984) 389-7432<br>laura.hogshead@ncdps.gov   |
| Arcola staff member<br>Andrea Gievers | NY GOSR Infrastructure Program Management for Hurricanes Sandy and Irene and Tropical Storm Lee                     |      |            | ●       | ●     | ●                         | ●                              |          | ●                  | ●                |                        | ●        | ●                     | ●              | ●                | ●           |            | ●                     | ●                | ●                  |            |                  |                |                                 |                                       | James McAllister, Director, GOSR Bureau of Environmental Review and Assessment<br>(646) 256-9485<br>james.mcallister@stormrecovery.ny.gov |
| EI Group                              | NCORR ReBuild NC Asbestos Inspections   |      |            |         |       |                           |                                |          |                    |                  |                        |          |                       |                |                  | ●           |            |                       |                  |                    |            |                  |                |                                 |                                       | Trace Allrad, NCORR<br>(984) 833-5441<br>trace.allrad@nsdps.gov   |
| EI Group                              | NCORR Asbestos and Lead Risk Assessments as Subcontractor to Dewberry   |      |            |         |       |                           |                                |          |                    |                  |                        |          |                       |                |                  | ●           |            |                       |                  |                    |            |                  |                |                                 |                                       | Trace Allrad, NCORR<br>(984) 833-5441<br>trace.allrad@nsdps.gov   |
| EI Group                              | Florida Department of Economic Opportunity (DEO) Rebuild Florida Lead Risk Assessments as Subcontractor to Dewberry |      |            |         |       |                           |                                |          |                    |                  |                        |          |                       |                |                  | ●           |            |                       |                  |                    |            |                  |                |                                 |                                       | Trevor Noble, Dewberry<br>(850) 441-2734<br>tnoble@dewberry.com   |
| EI Group                              | FL DEO Rebuild Florida Lead Risk Assessment Report QA/QC as Subcontractor to Dewberry                               |      |            |         | ●     |                           |                                |          |                    |                  |                        |          |                       |                |                  |             |            |                       |                  |                    |            |                  |                |                                 |                                       | Trevor Noble, Dewberry<br>(850) 441-2734<br>tnoble@dewberry.com   |
| EI Group                              | City of Columbia, SC Lead Risk Assessments as Subcontractor to ESP Associates                                       |      |            |         |       |                           |                                |          |                    |                  |                        |          |                       |                |                  | ●           |            |                       |                  |                    |            |                  |                |                                 |                                       | Nora A. Zirps, ESP Associates, Inc.<br>(336) 232-521<br>nzirps@espassociates.com  |

## Business Plan

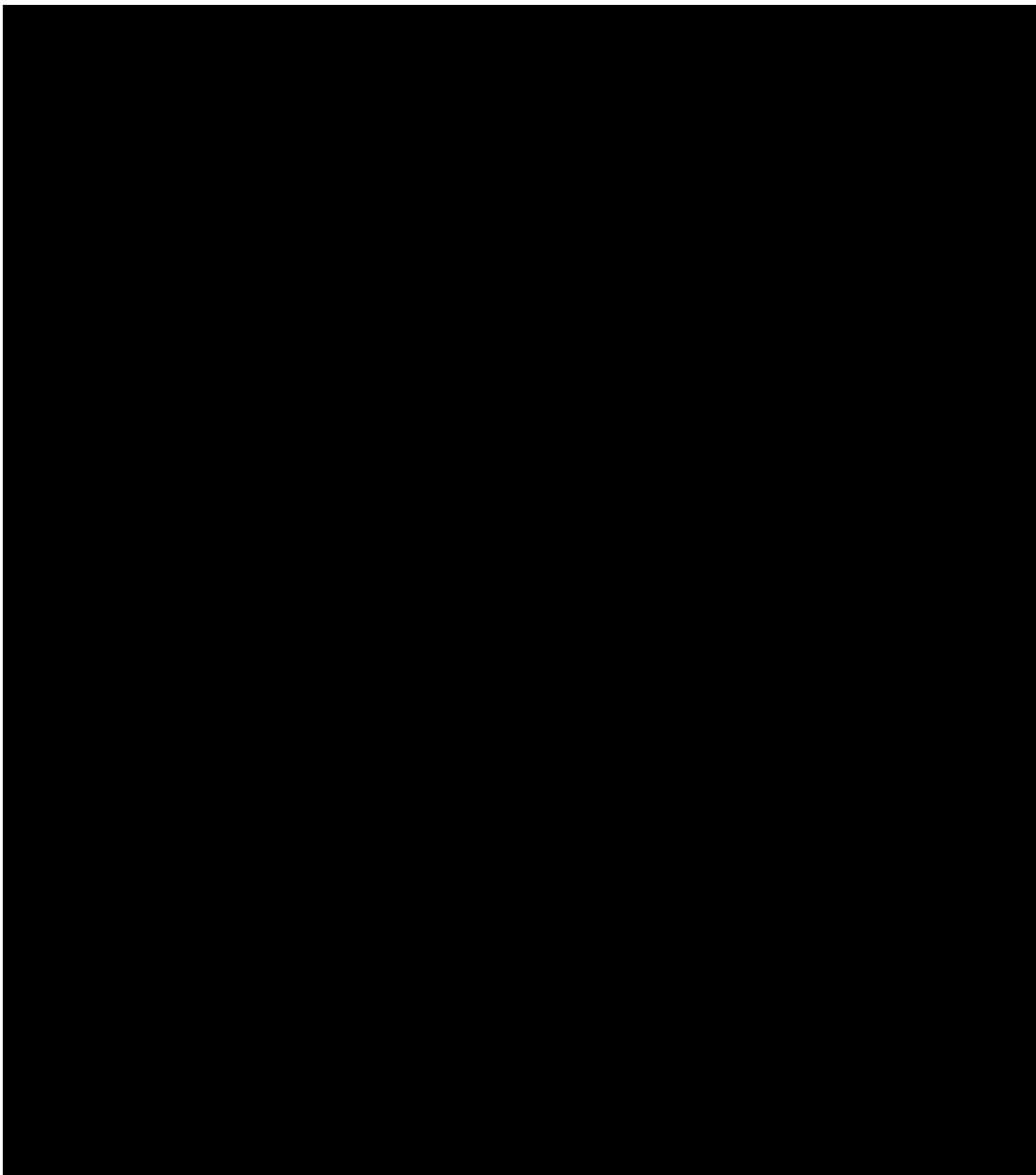


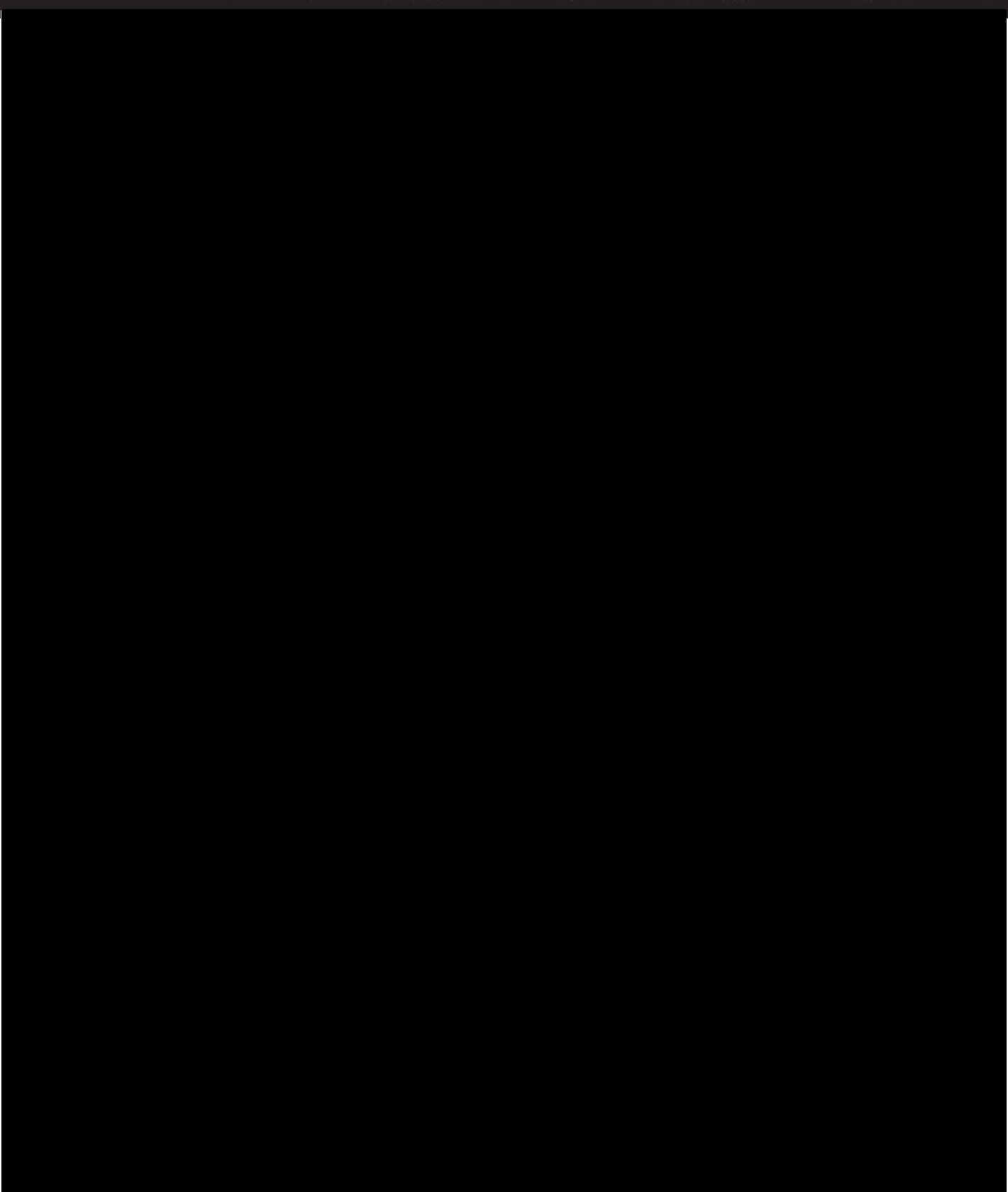
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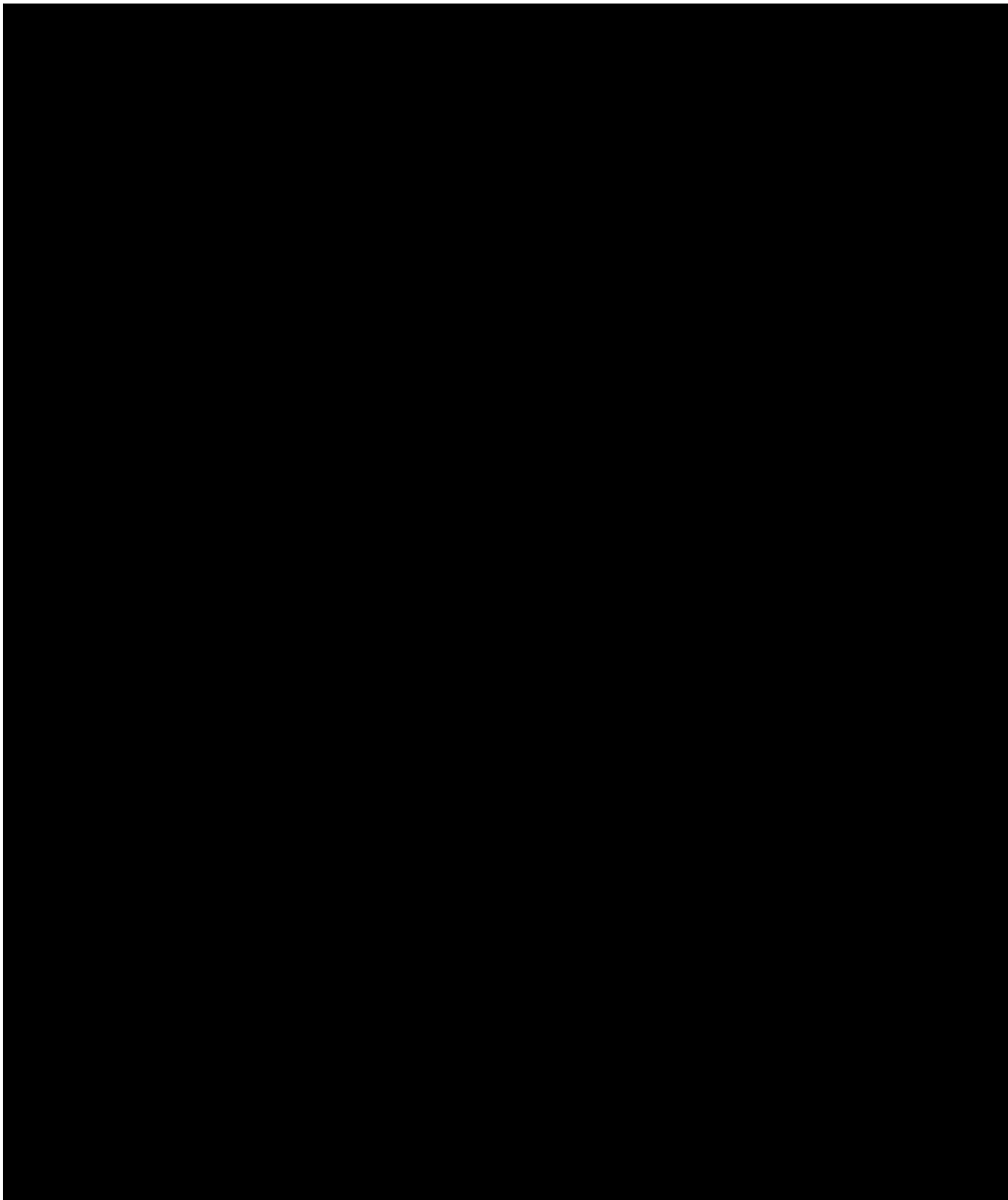
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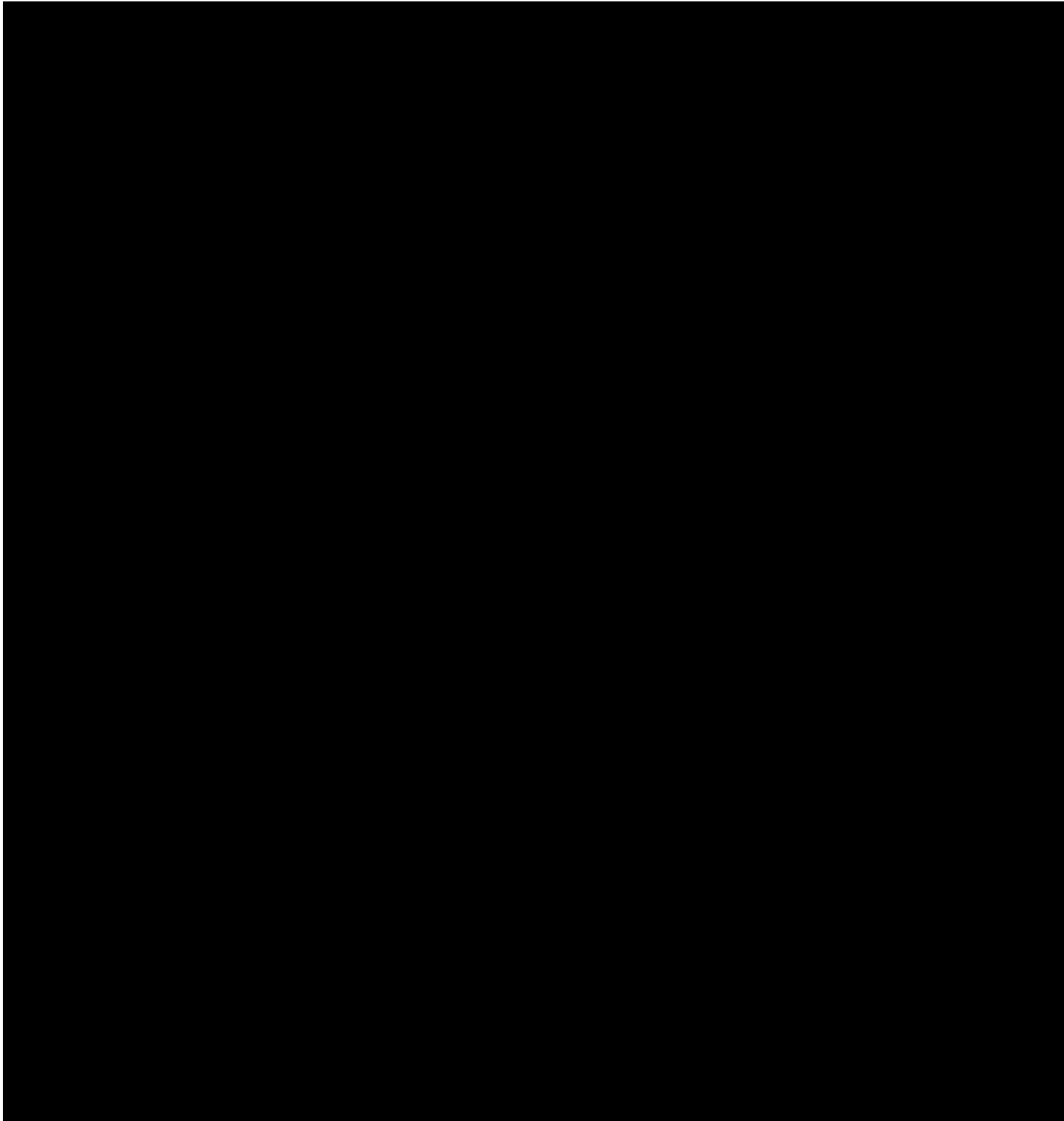
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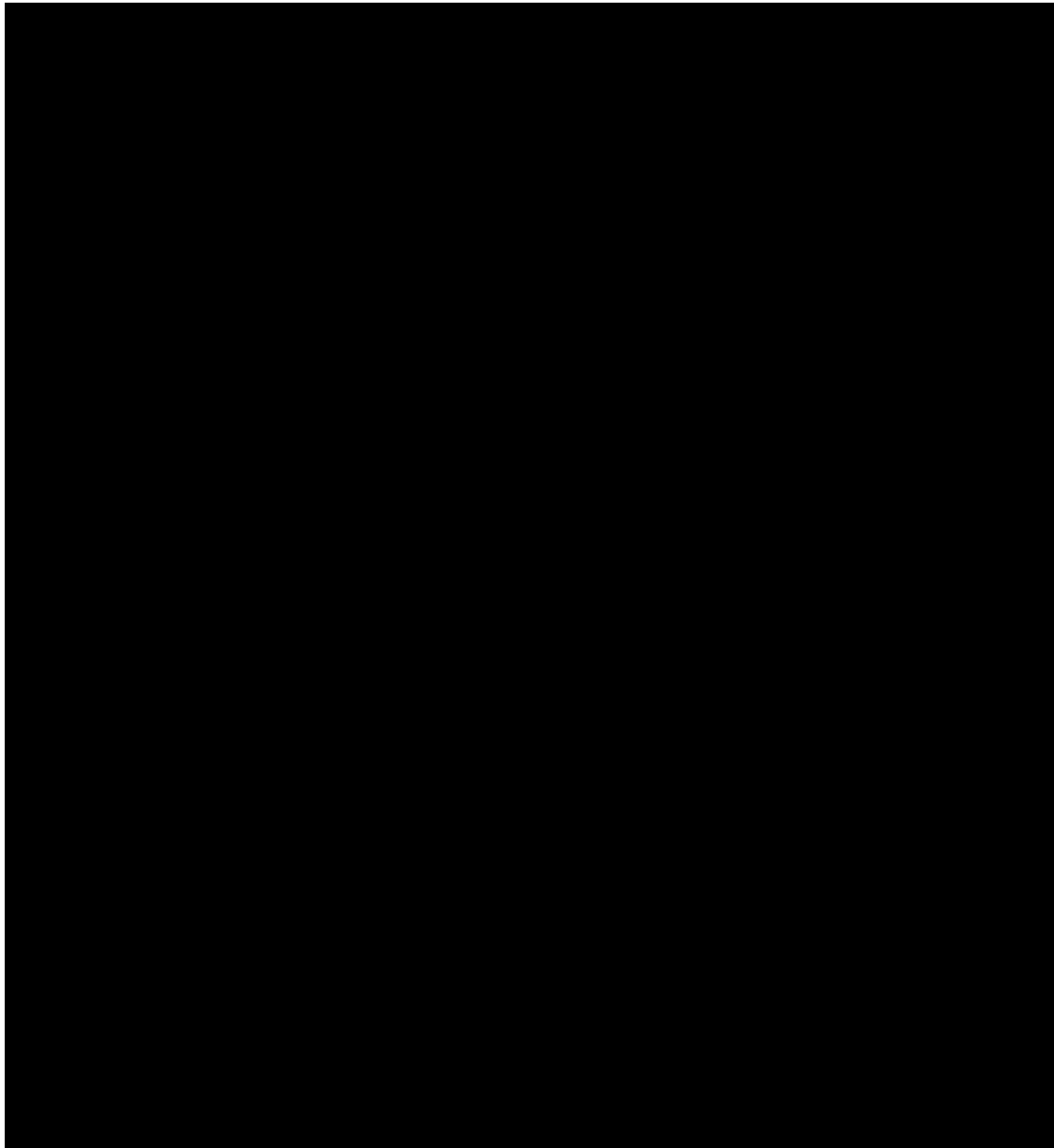


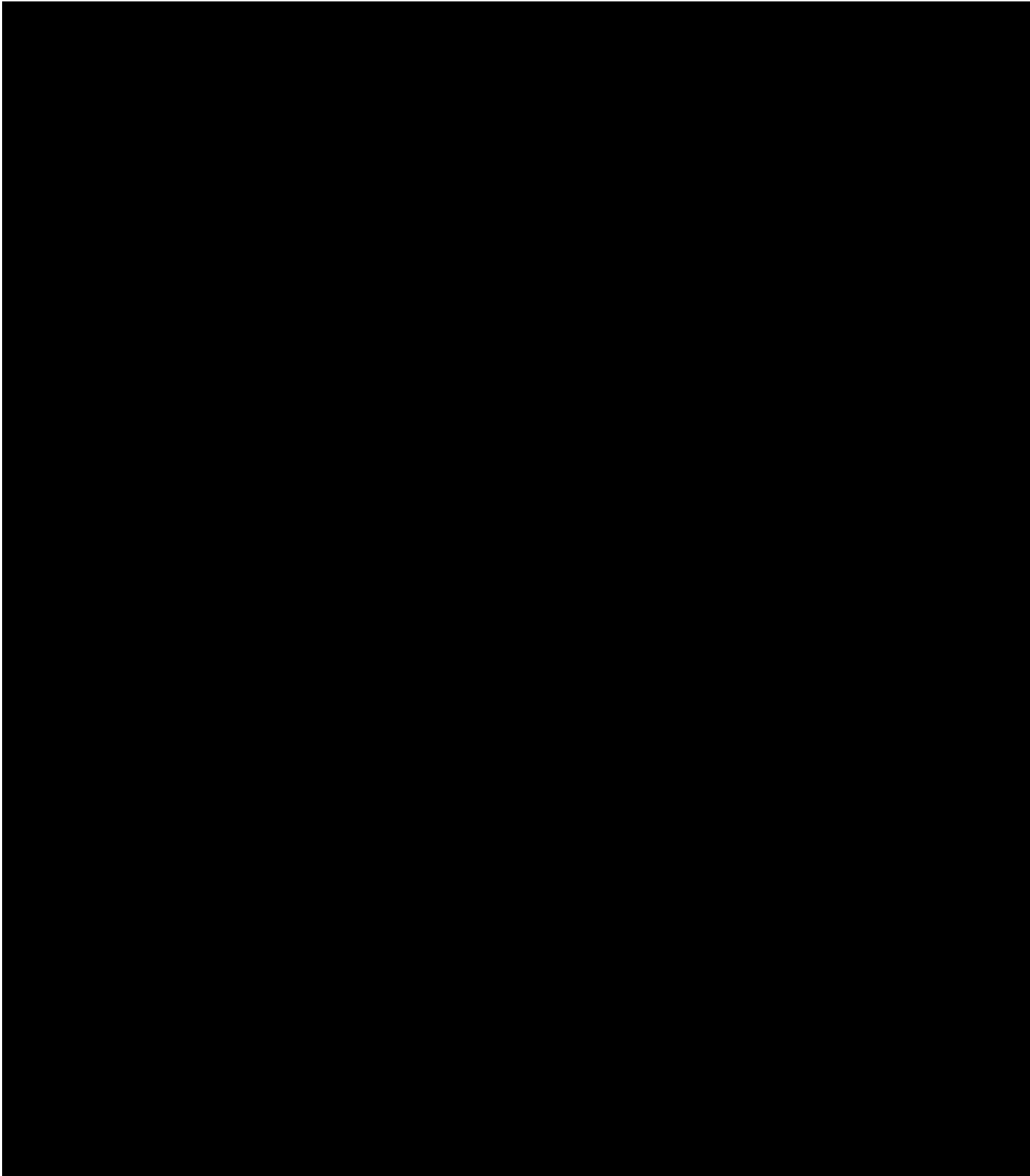


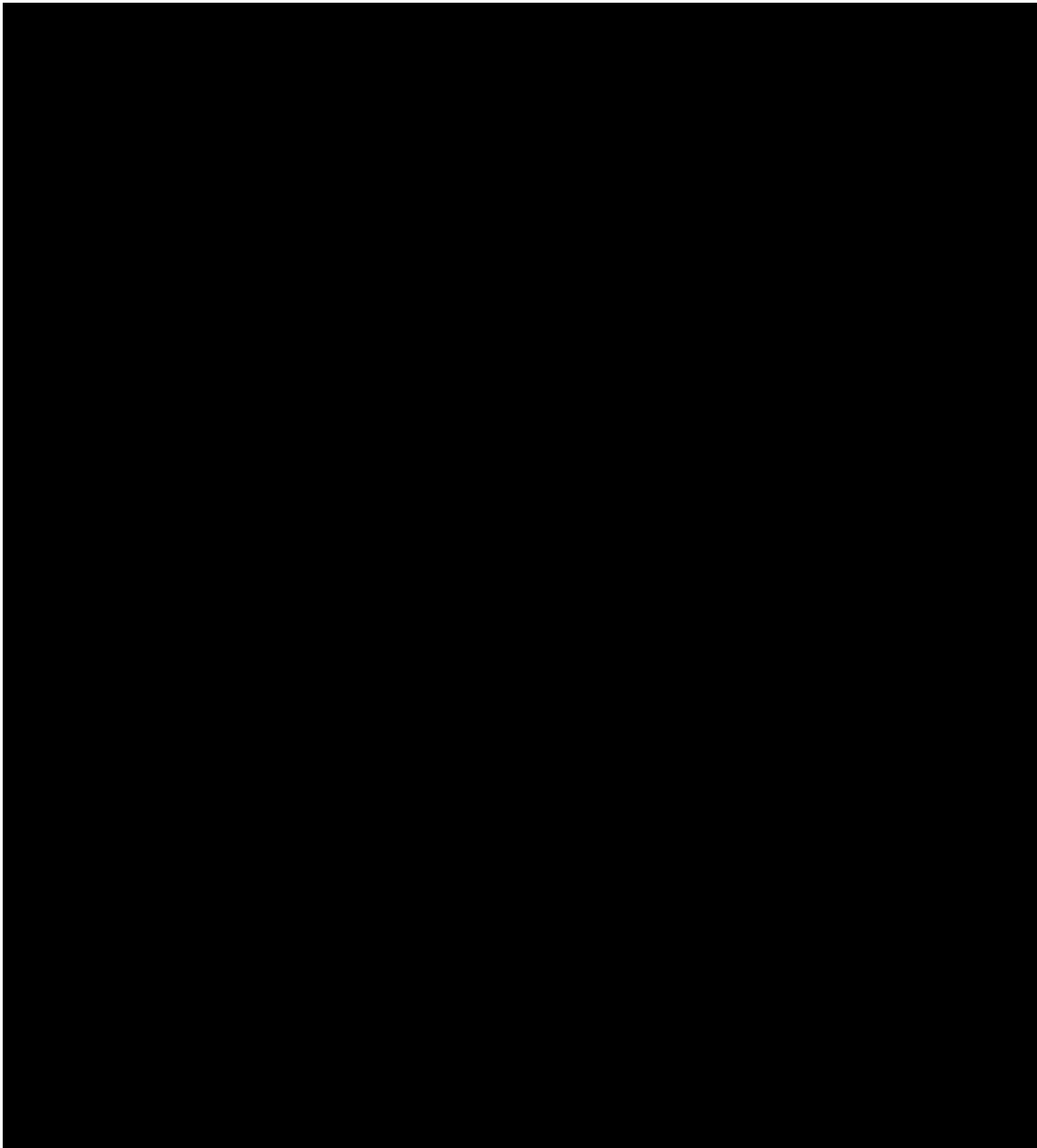


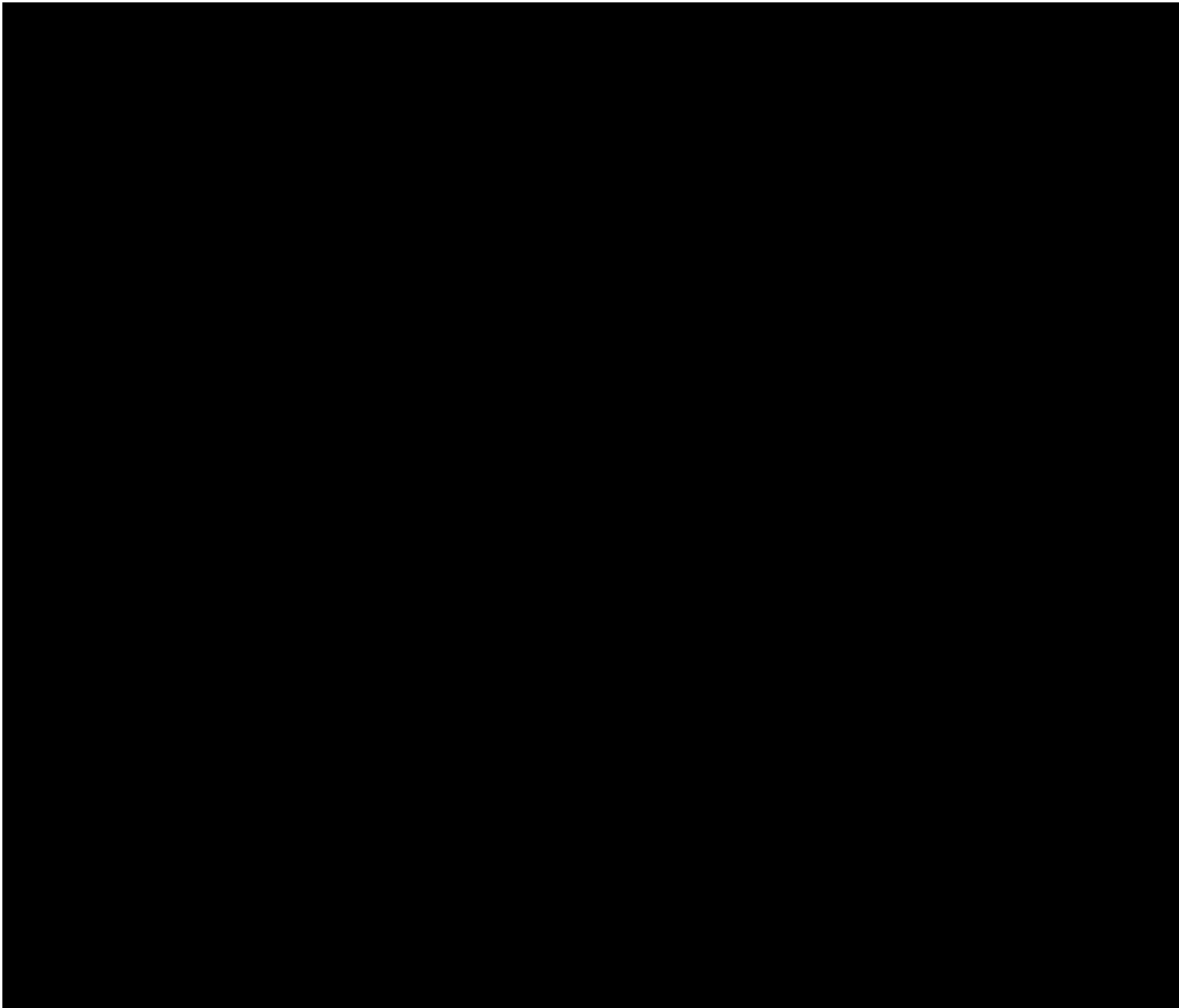


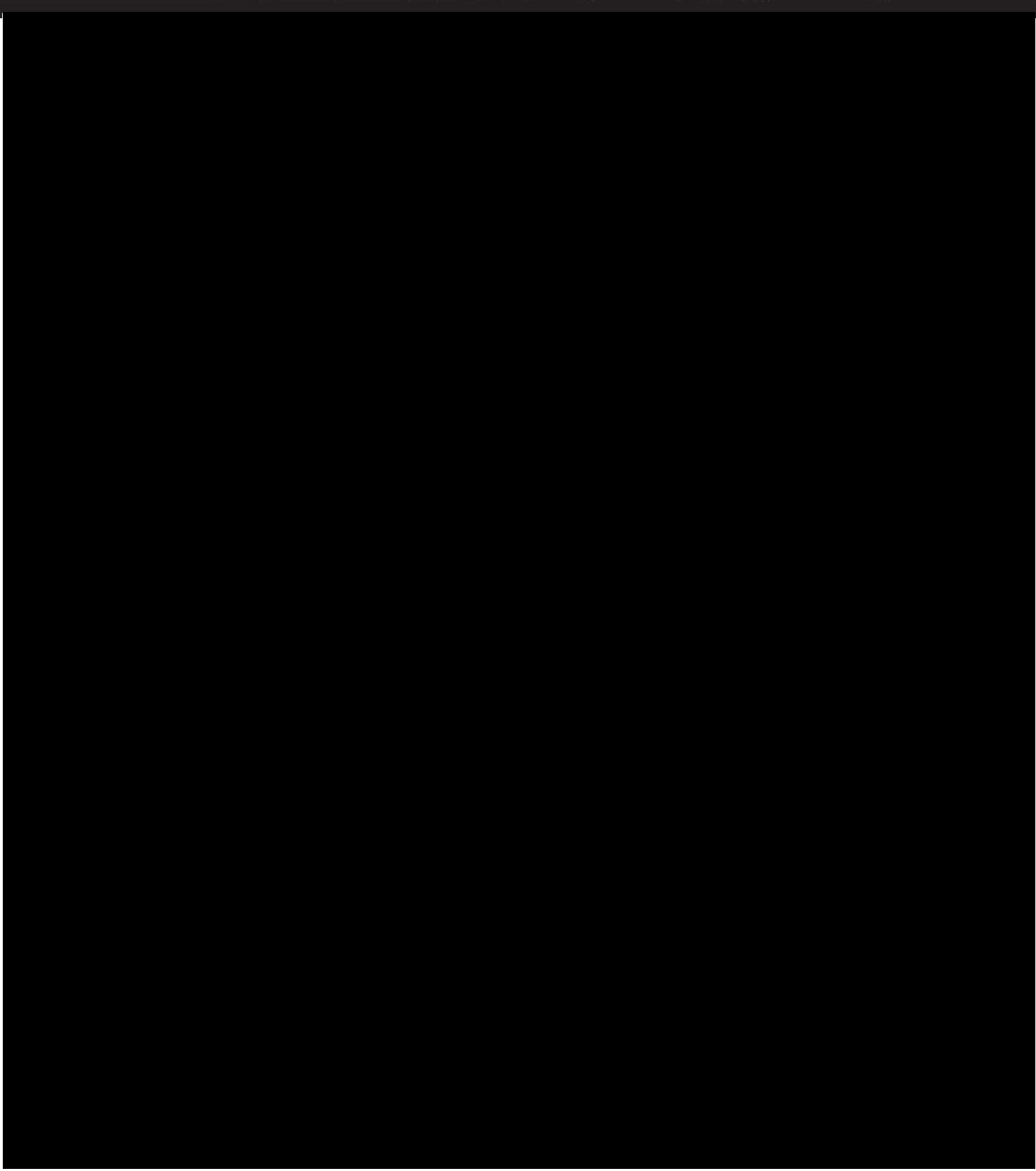




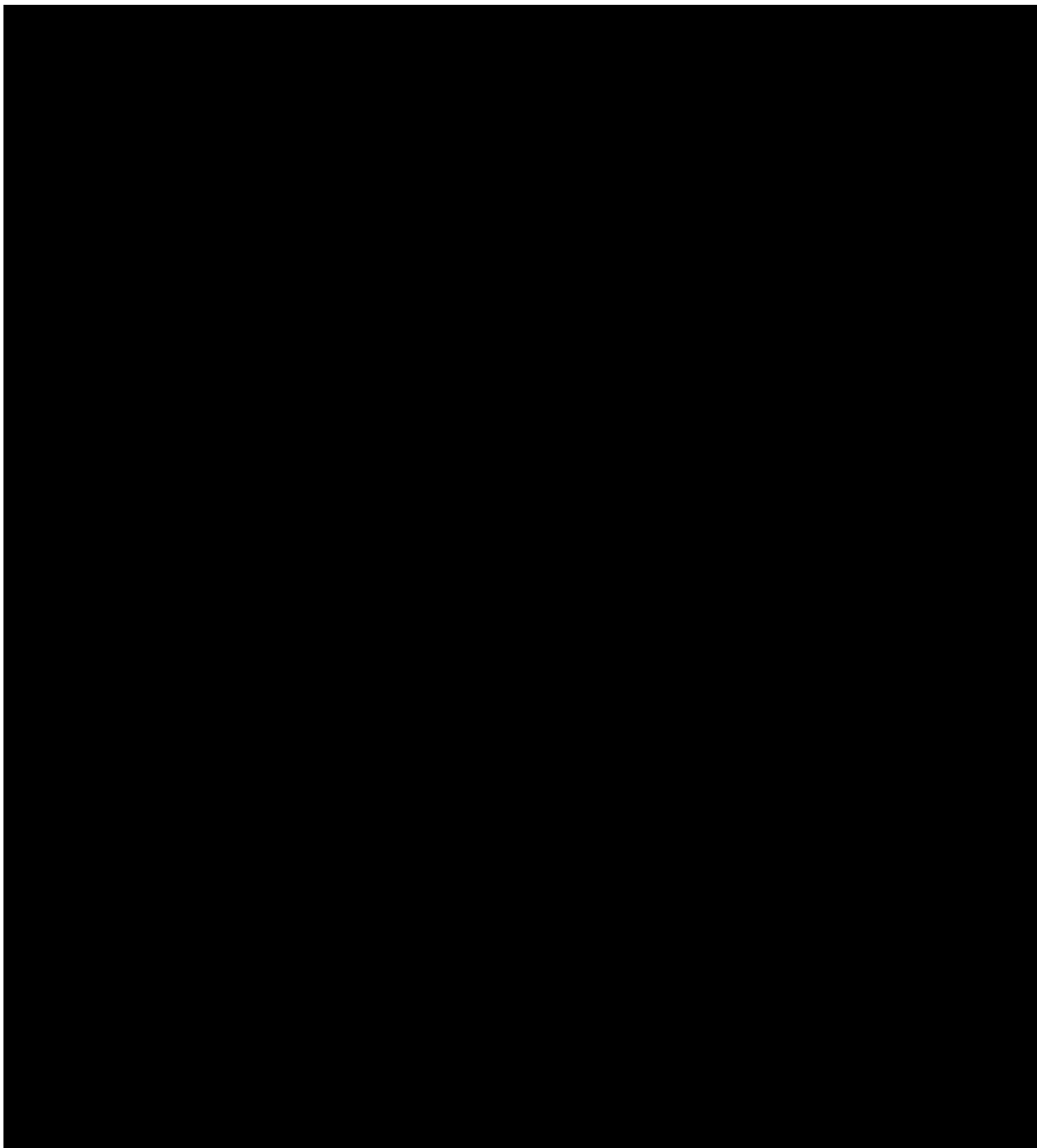


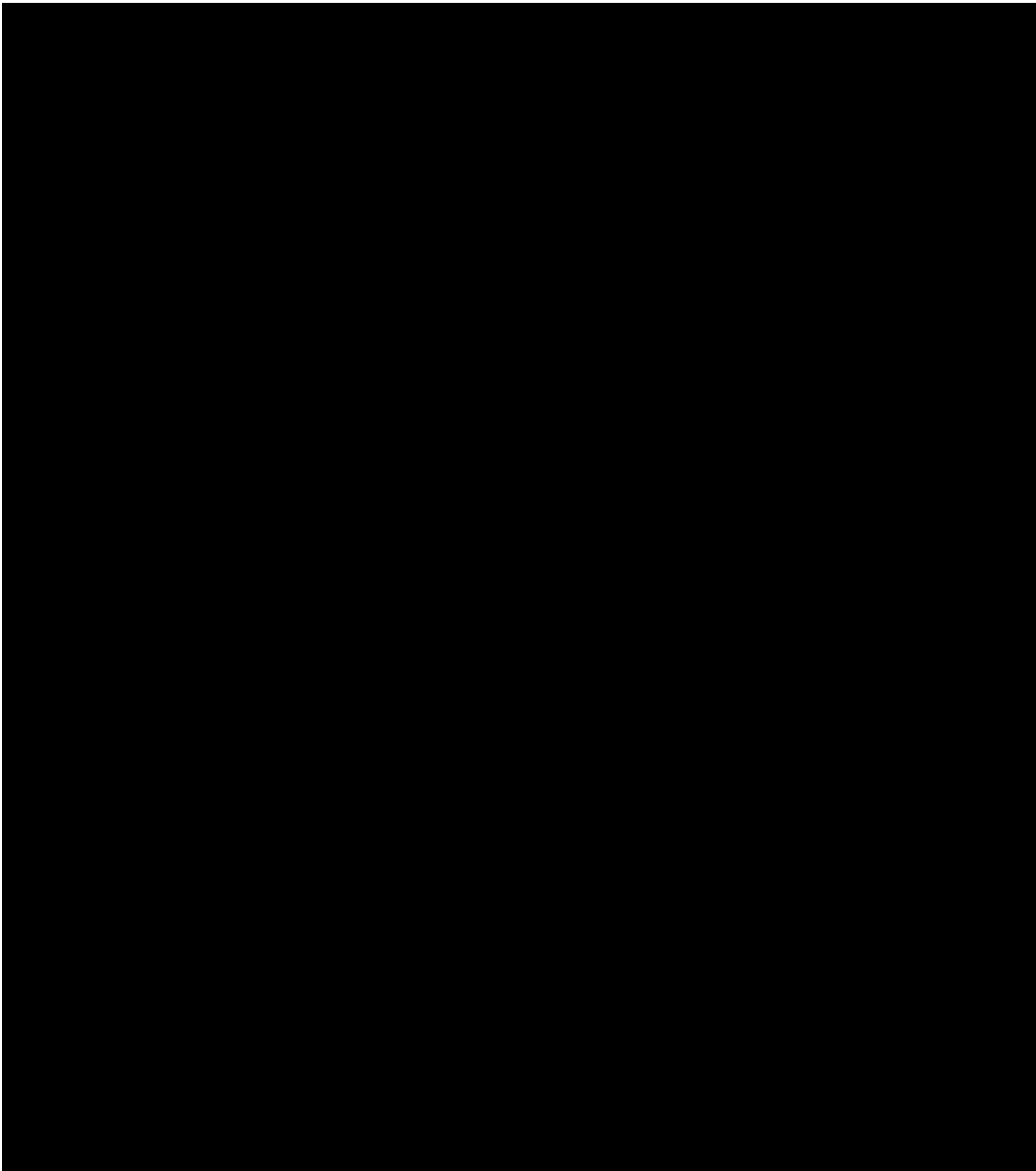


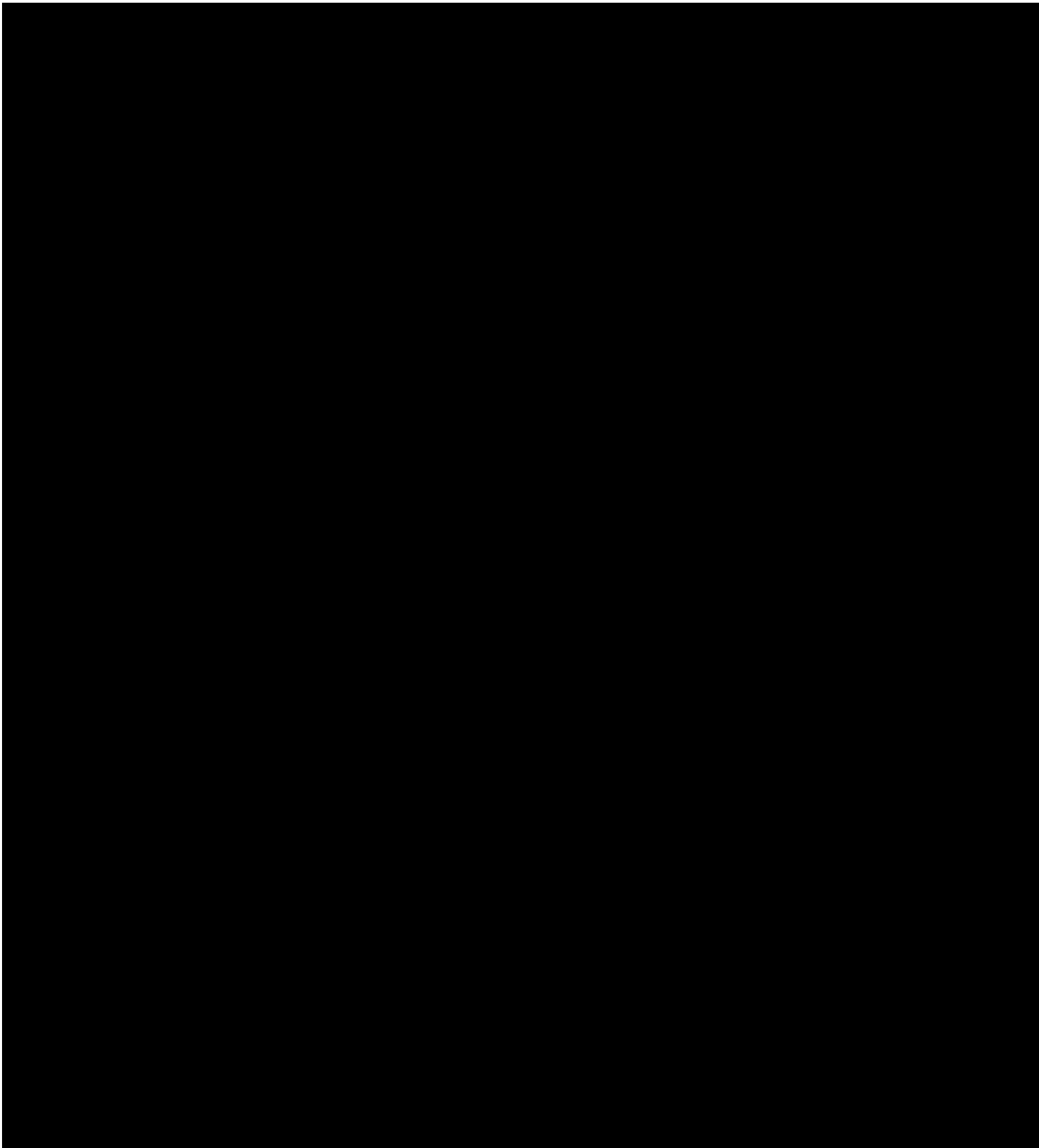


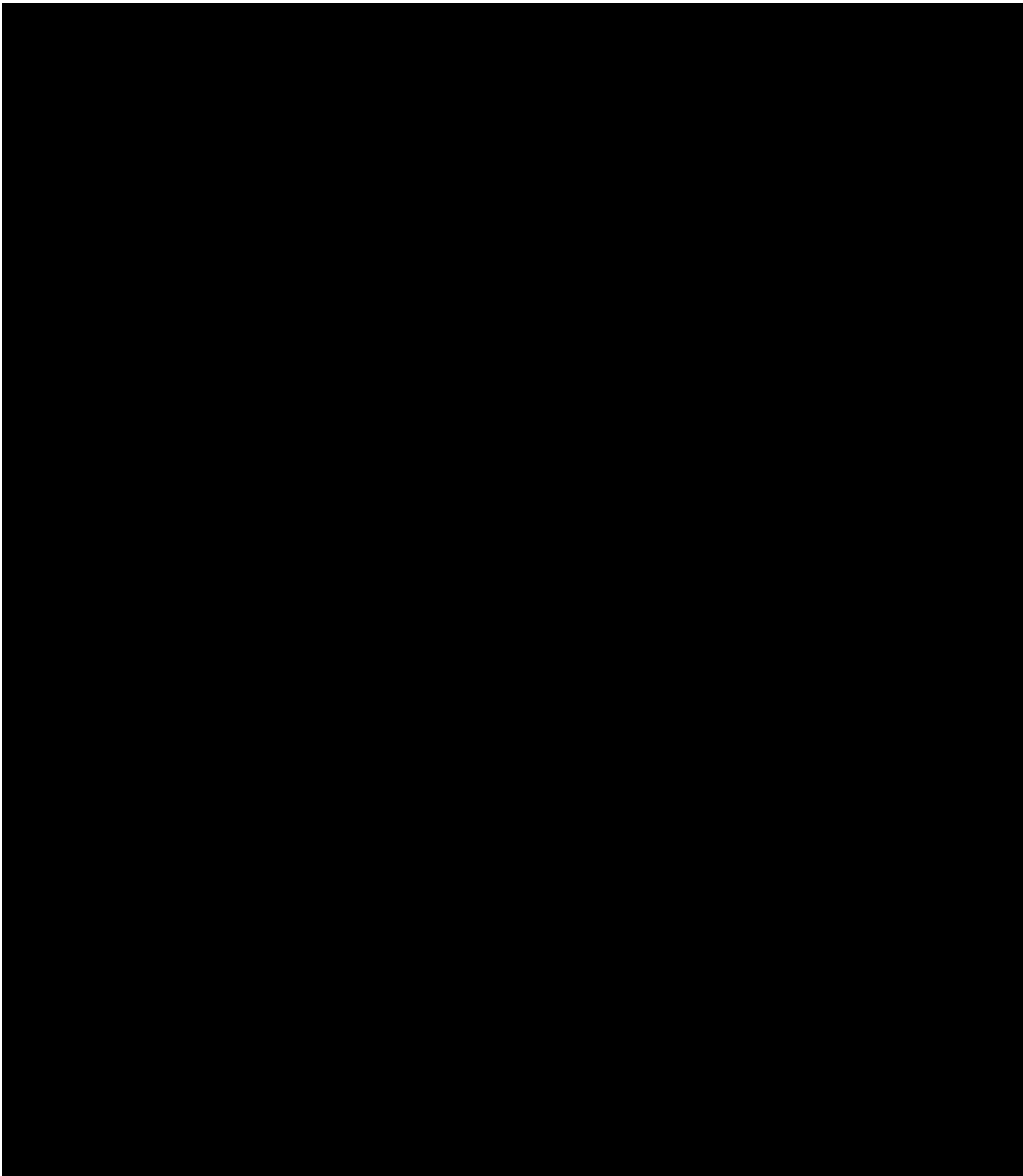


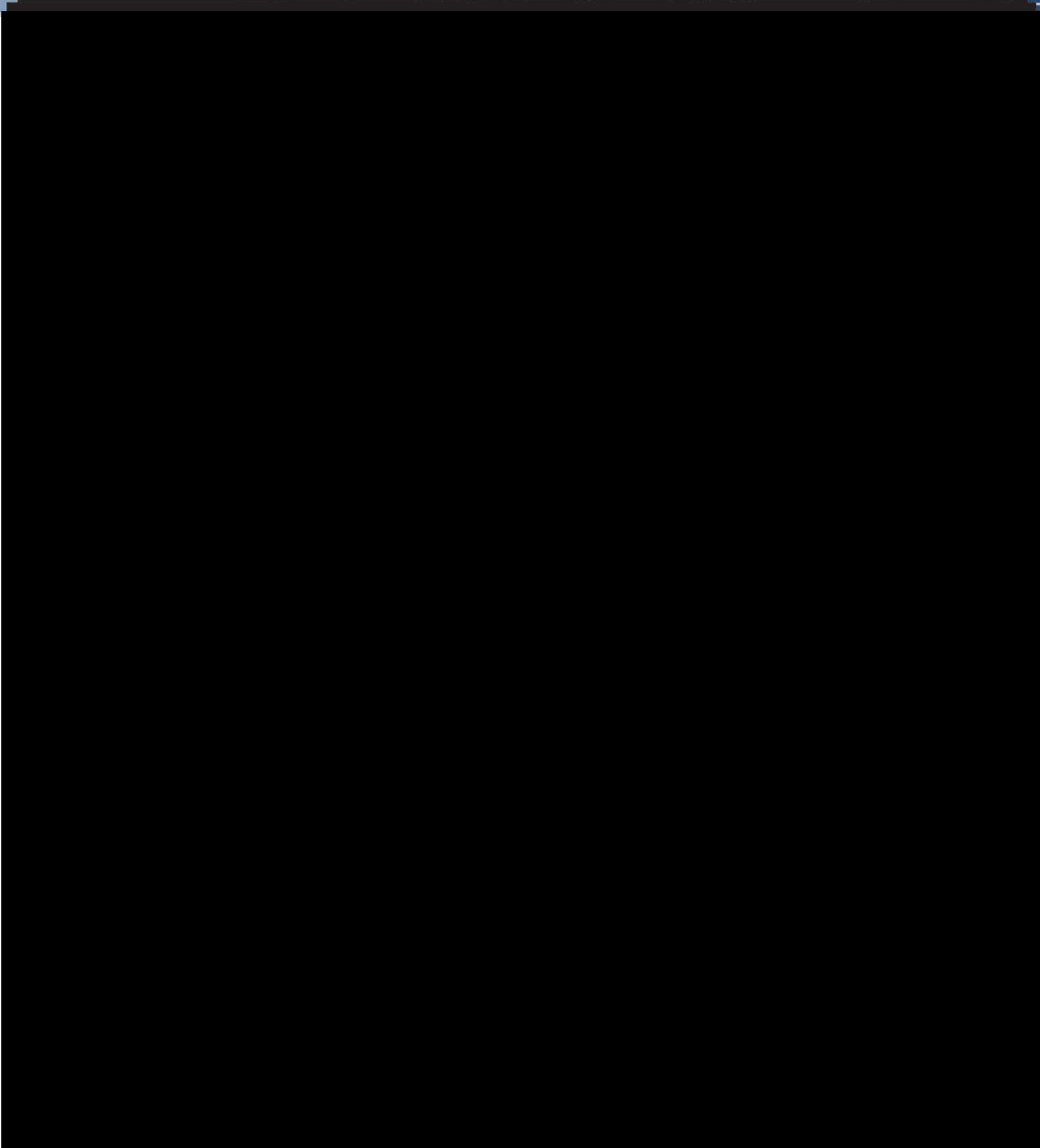


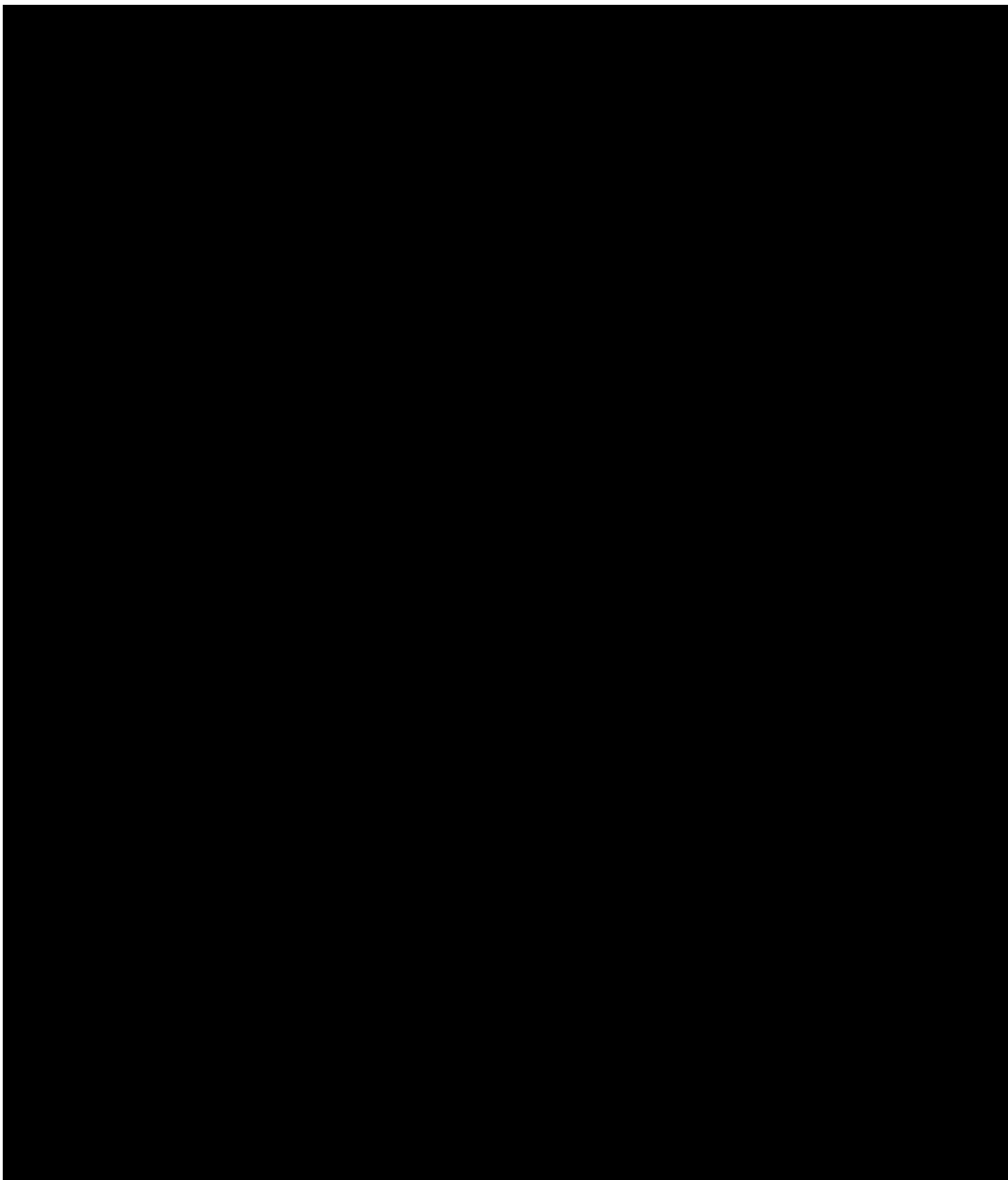


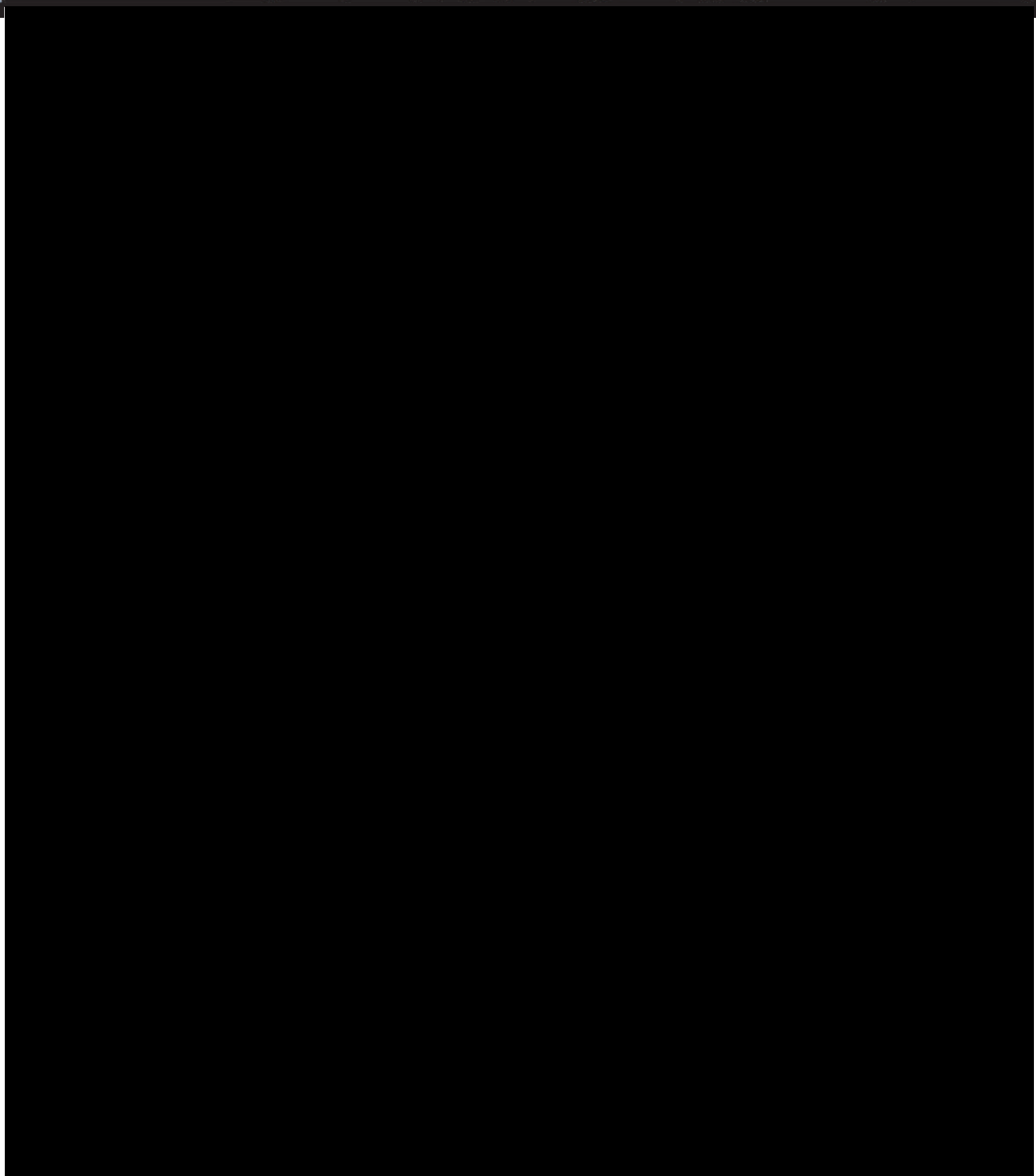




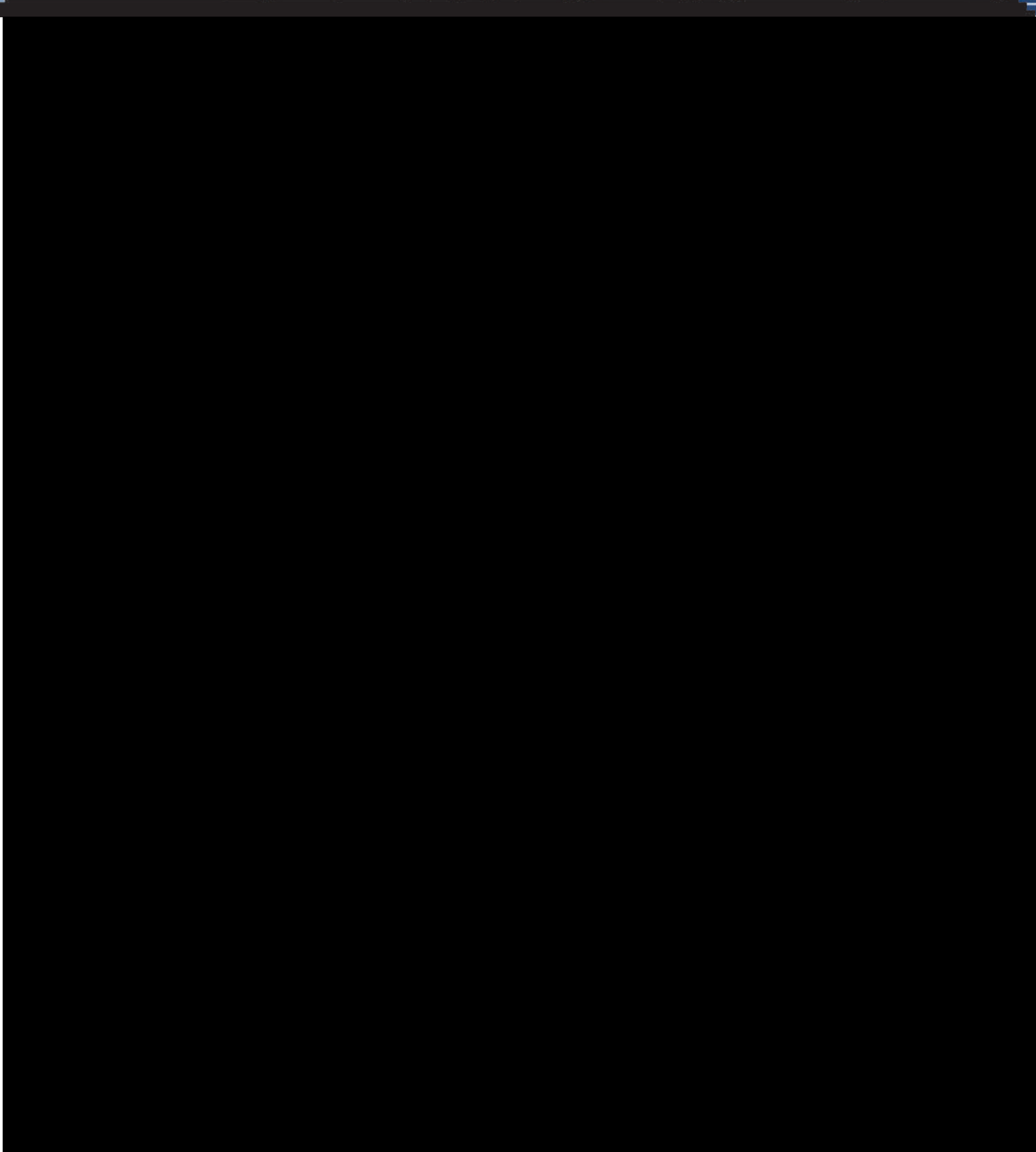


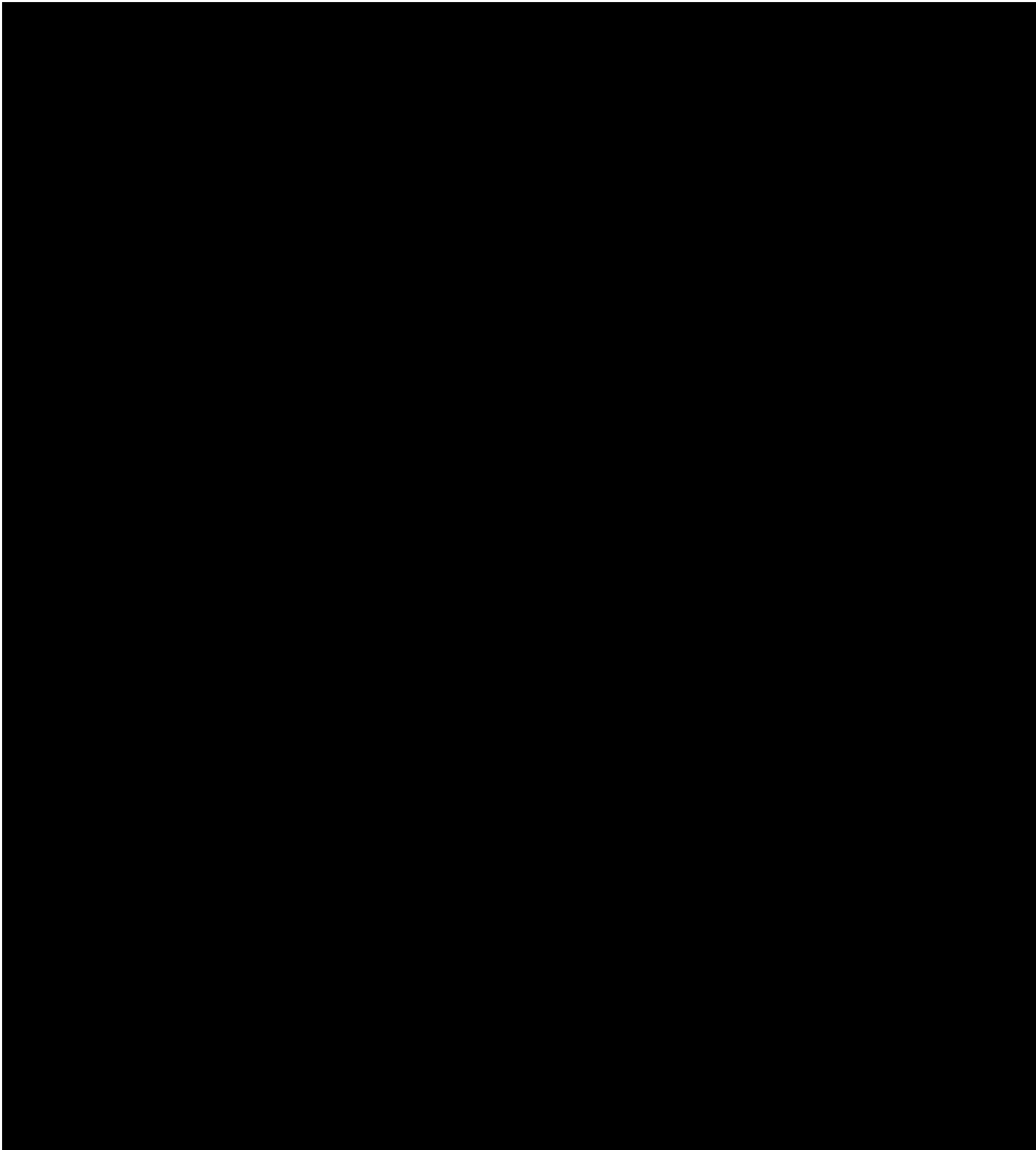




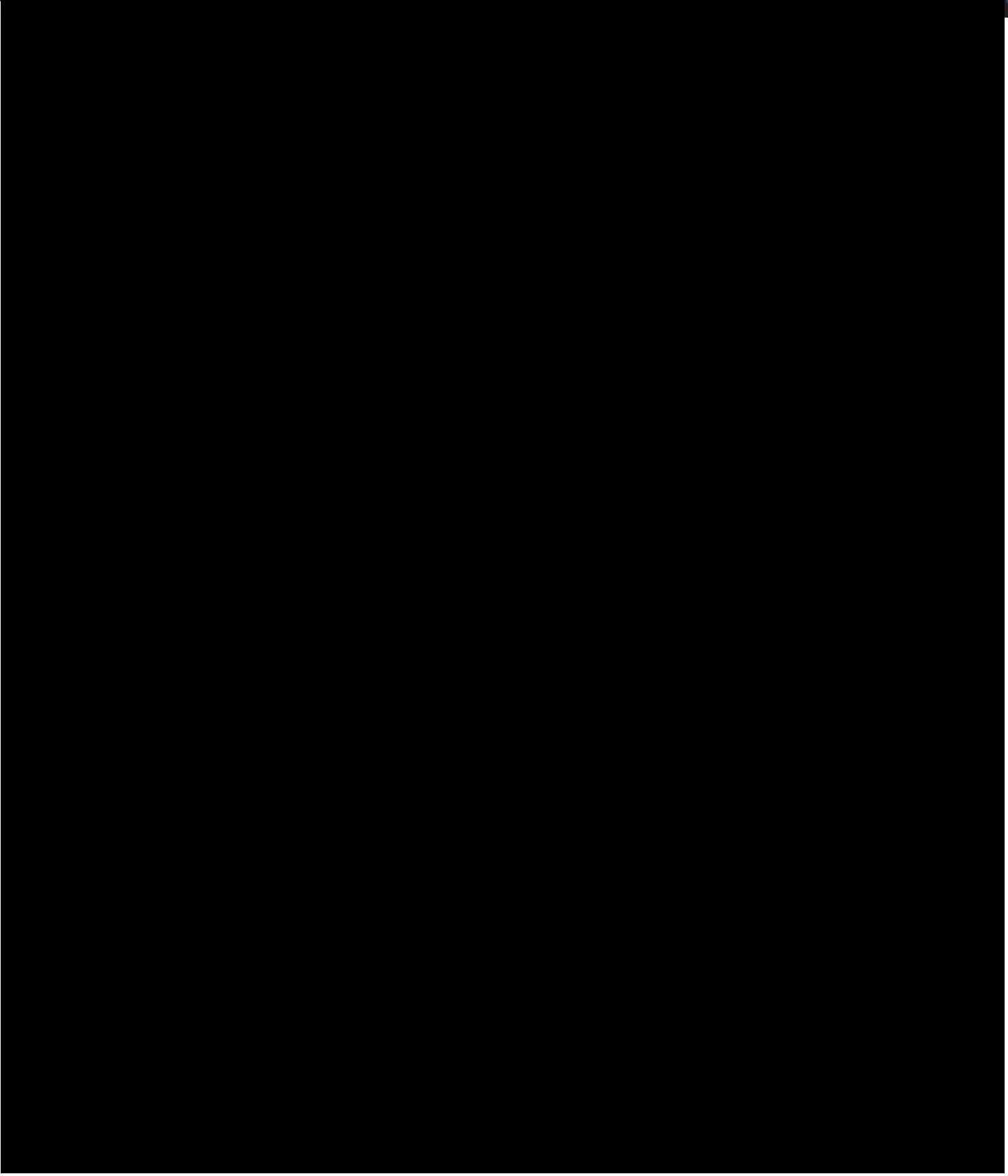


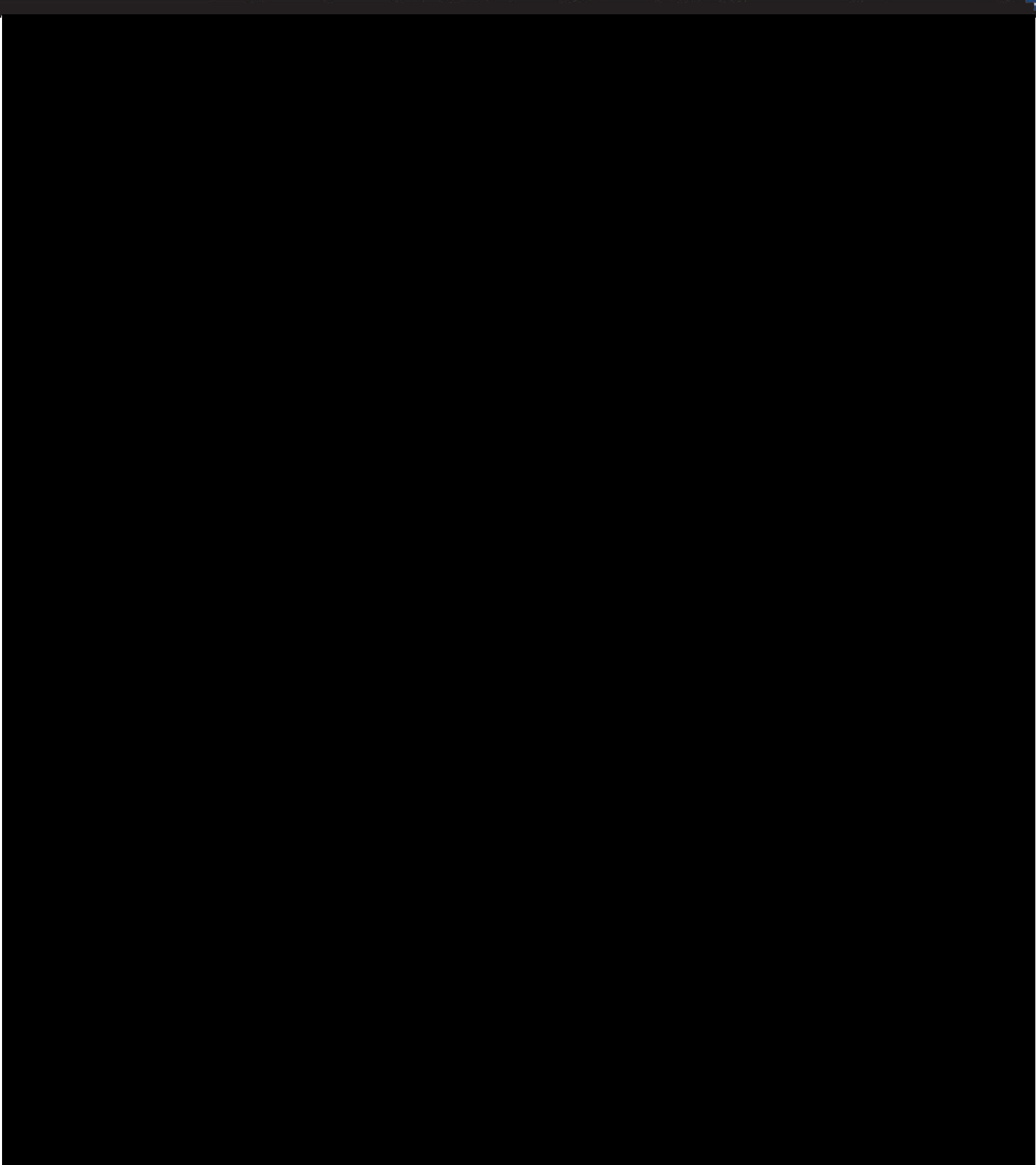


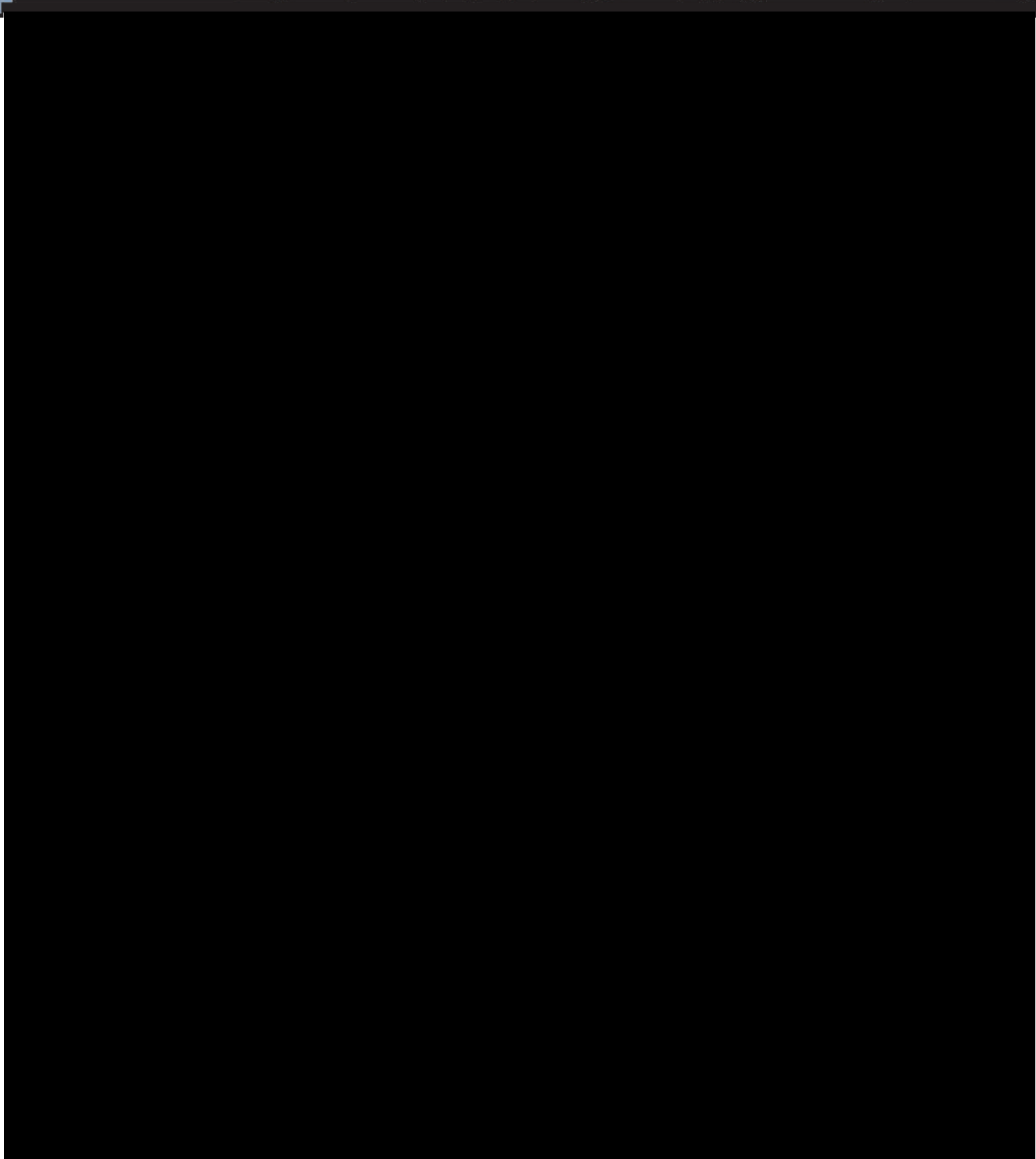


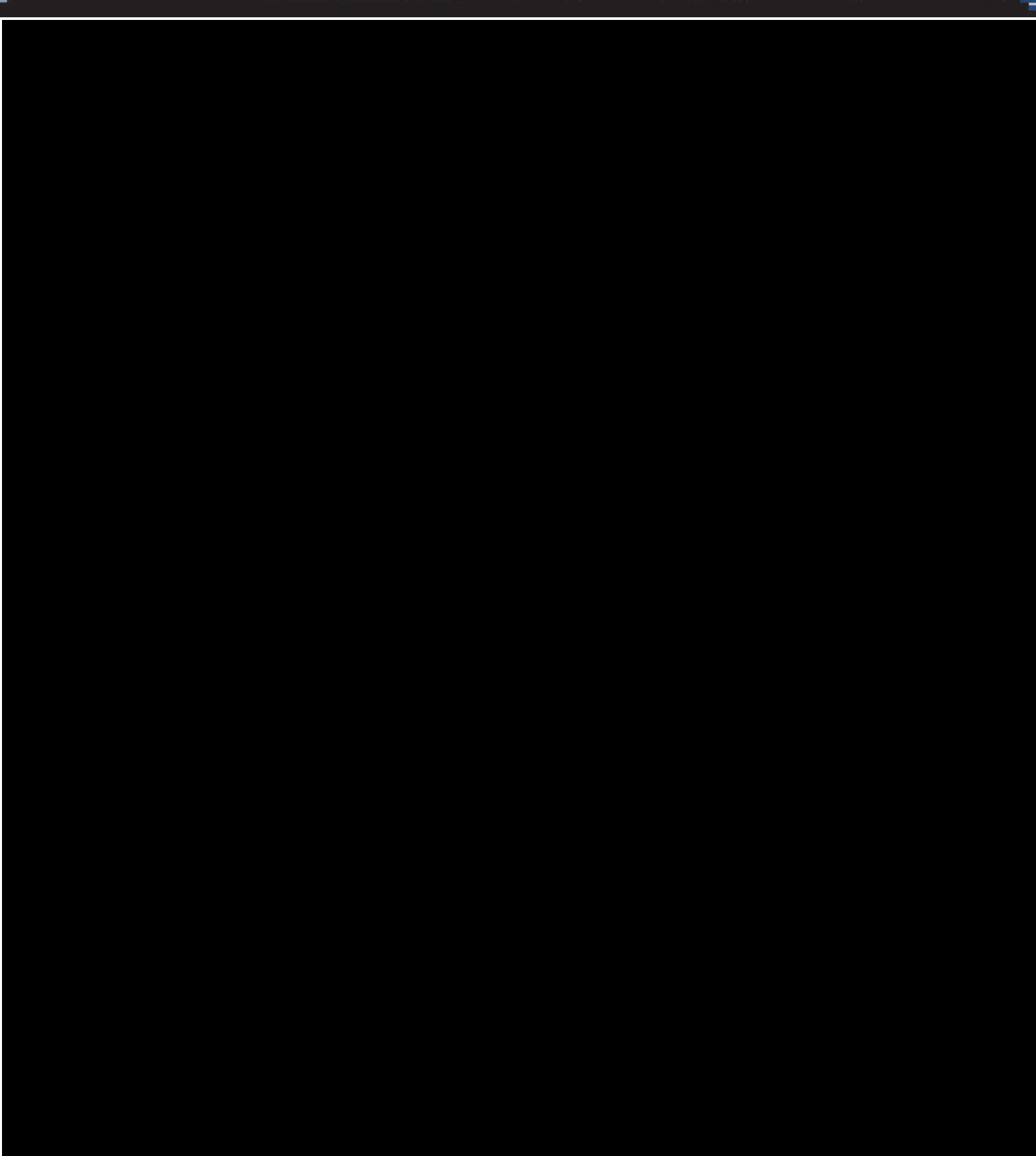




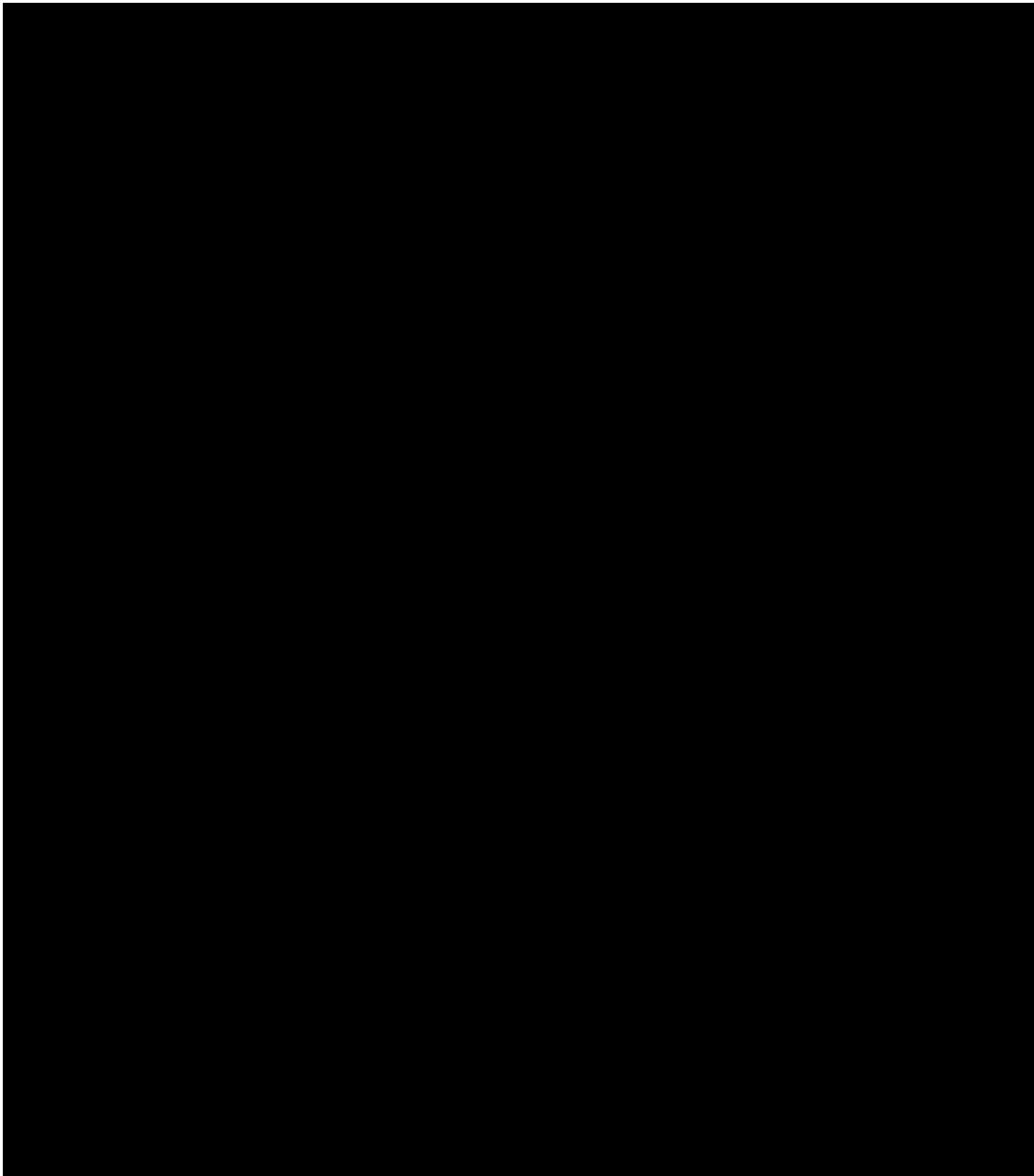


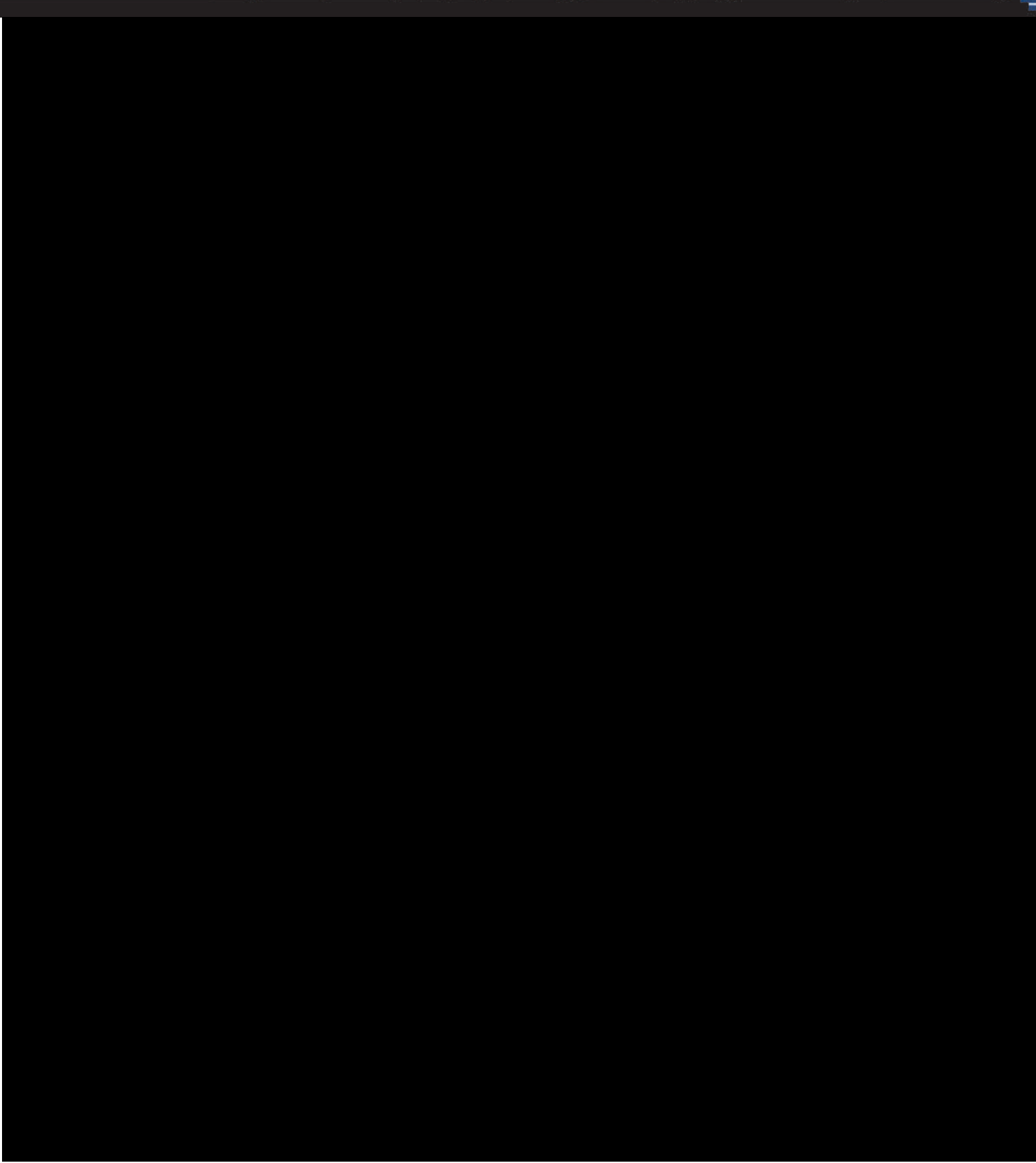


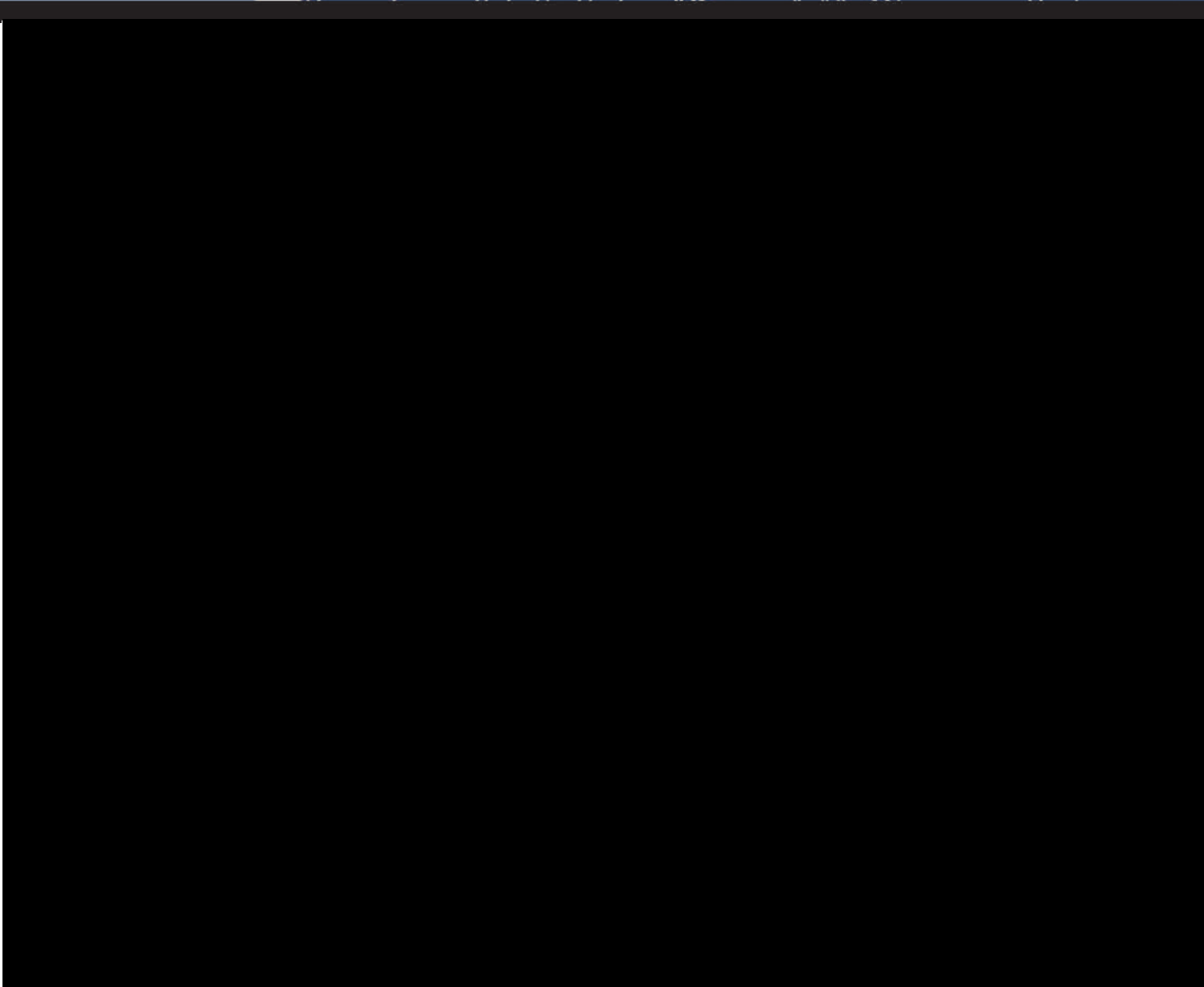


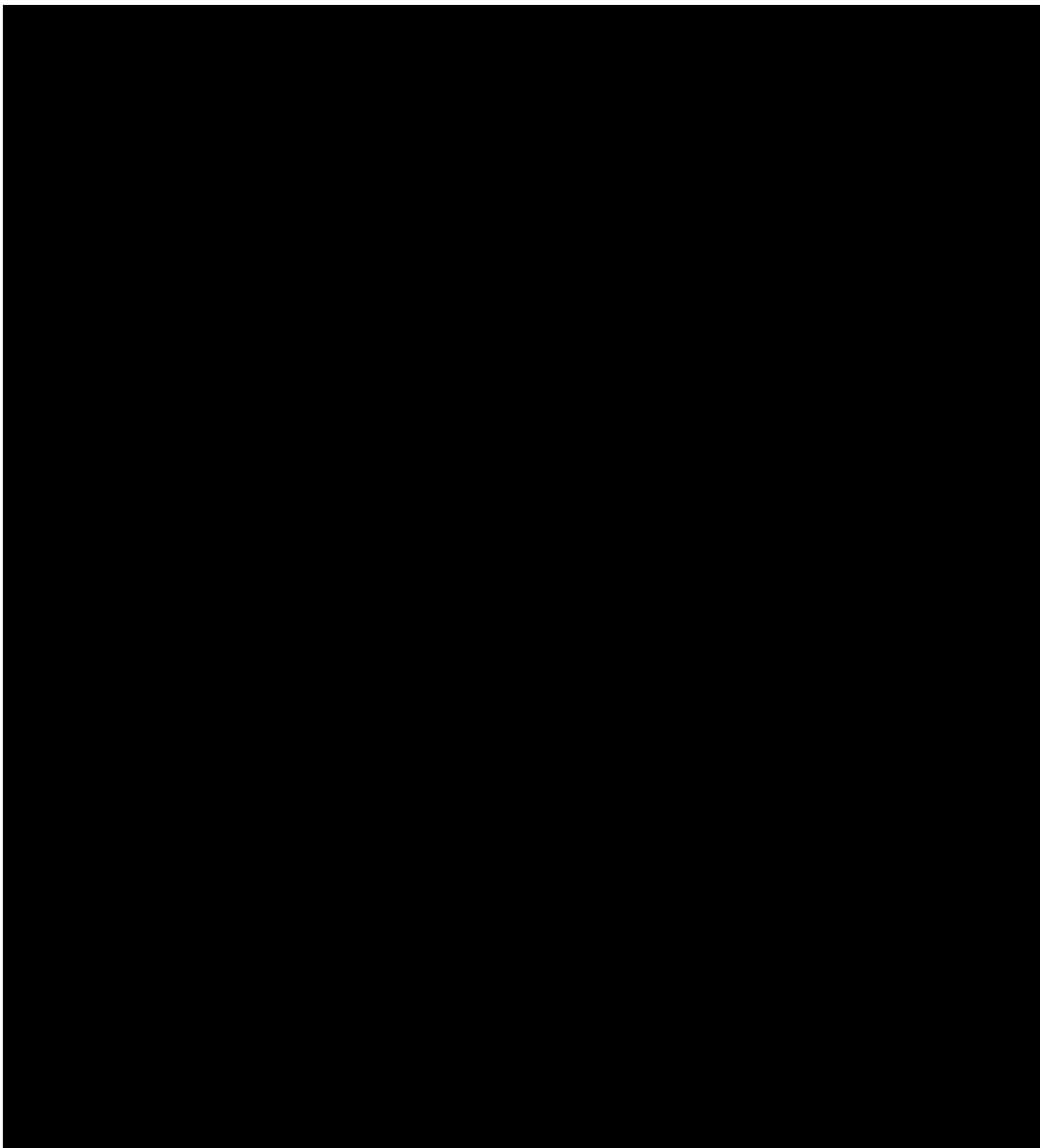


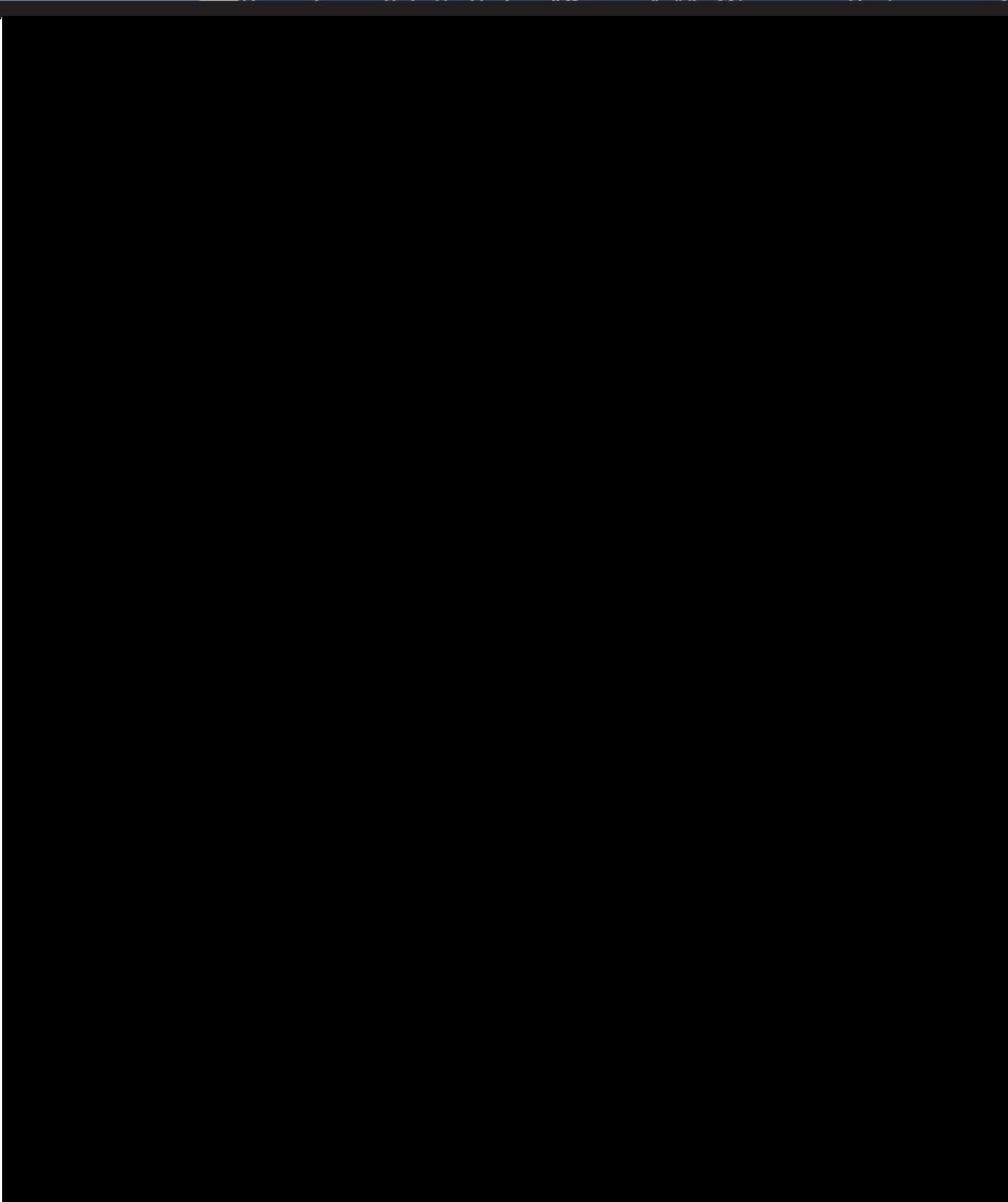


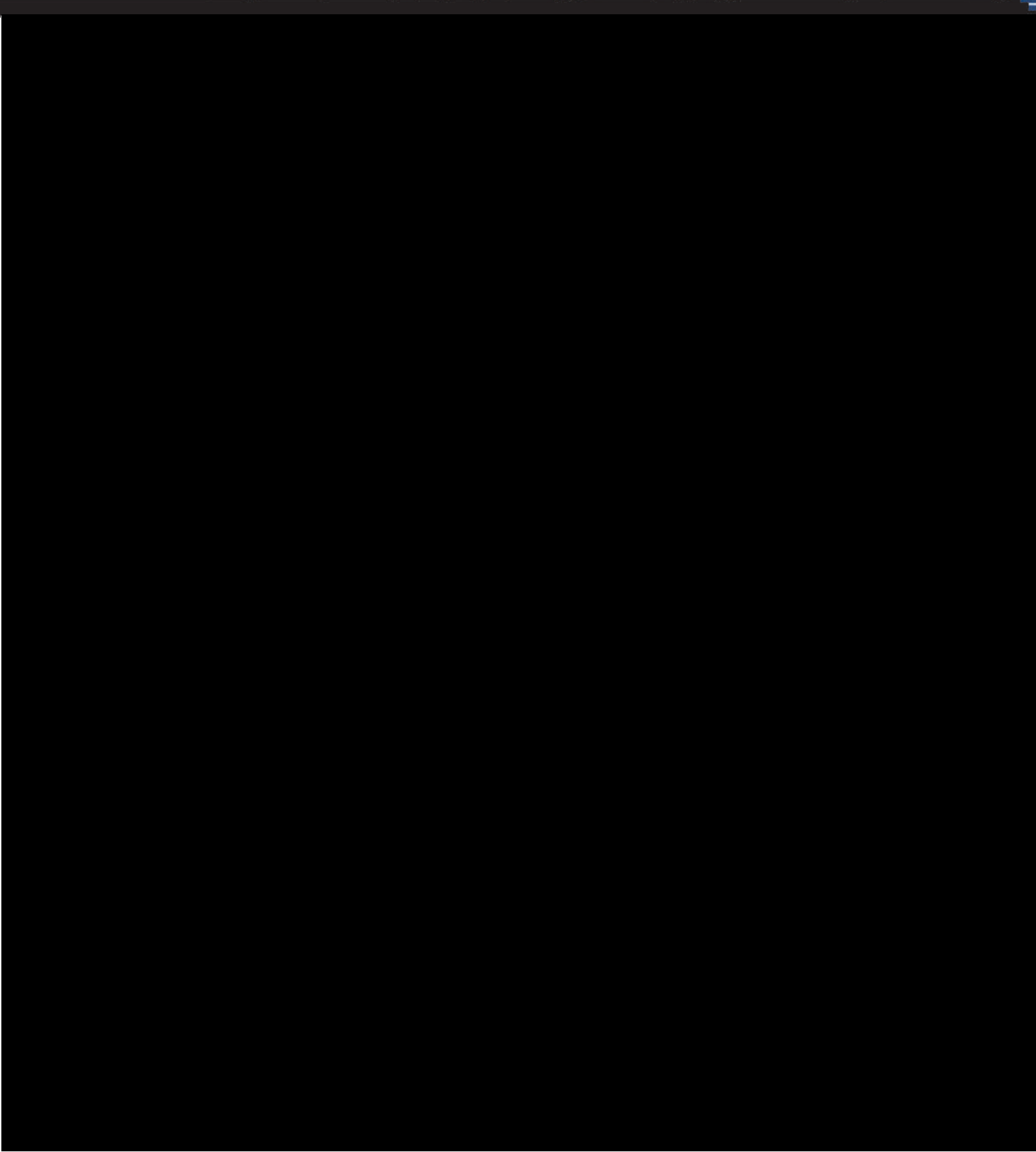


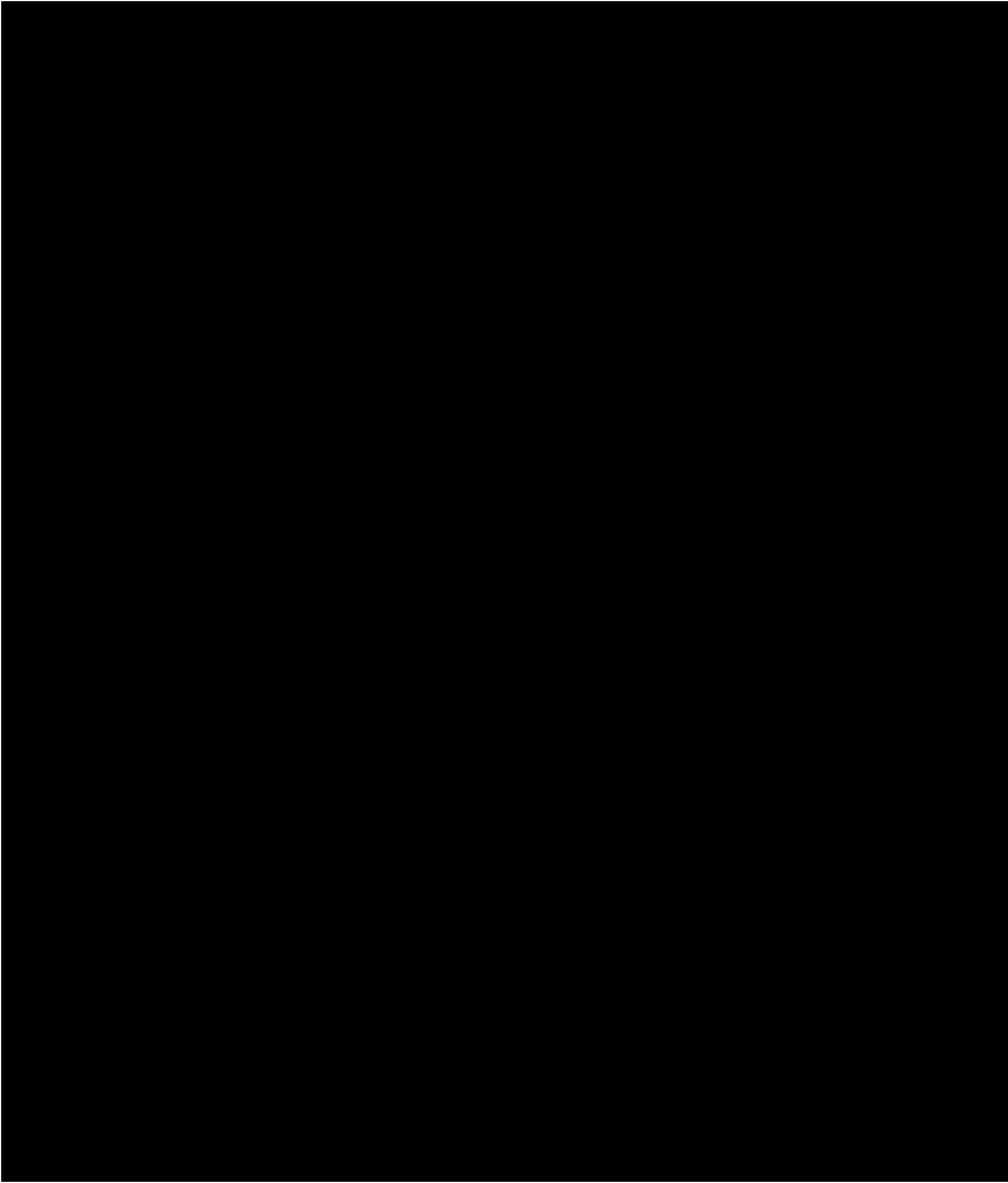




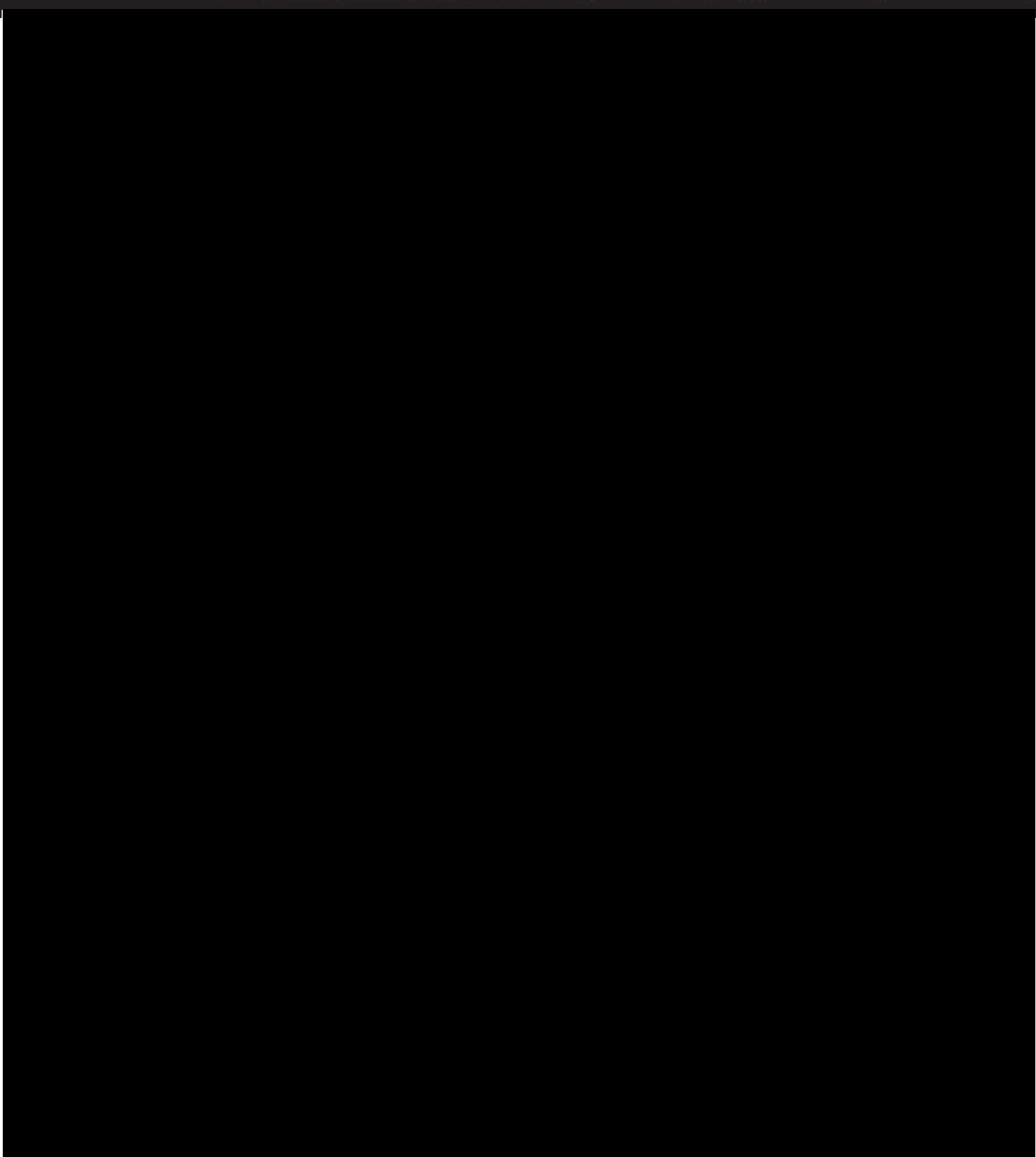


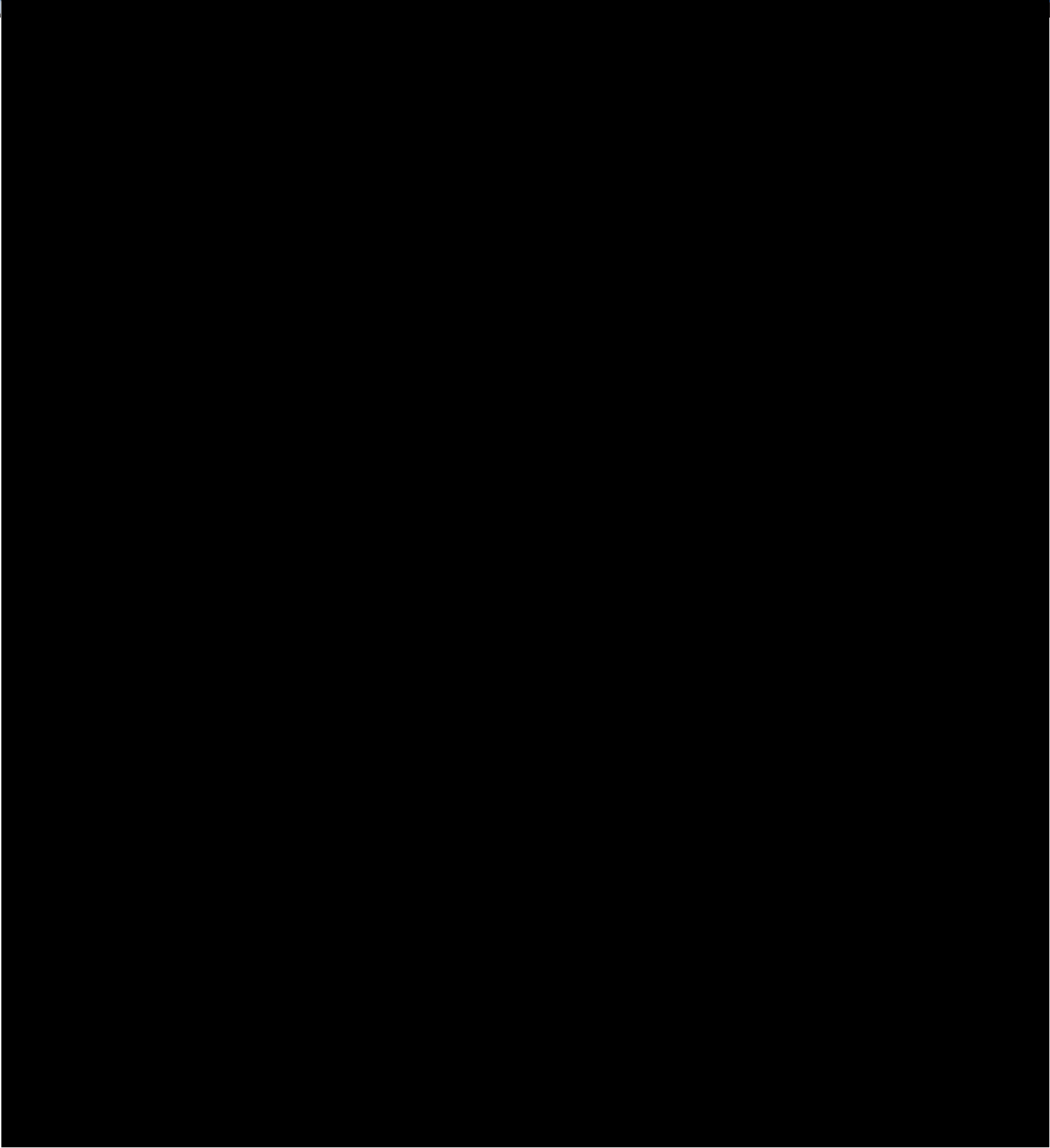


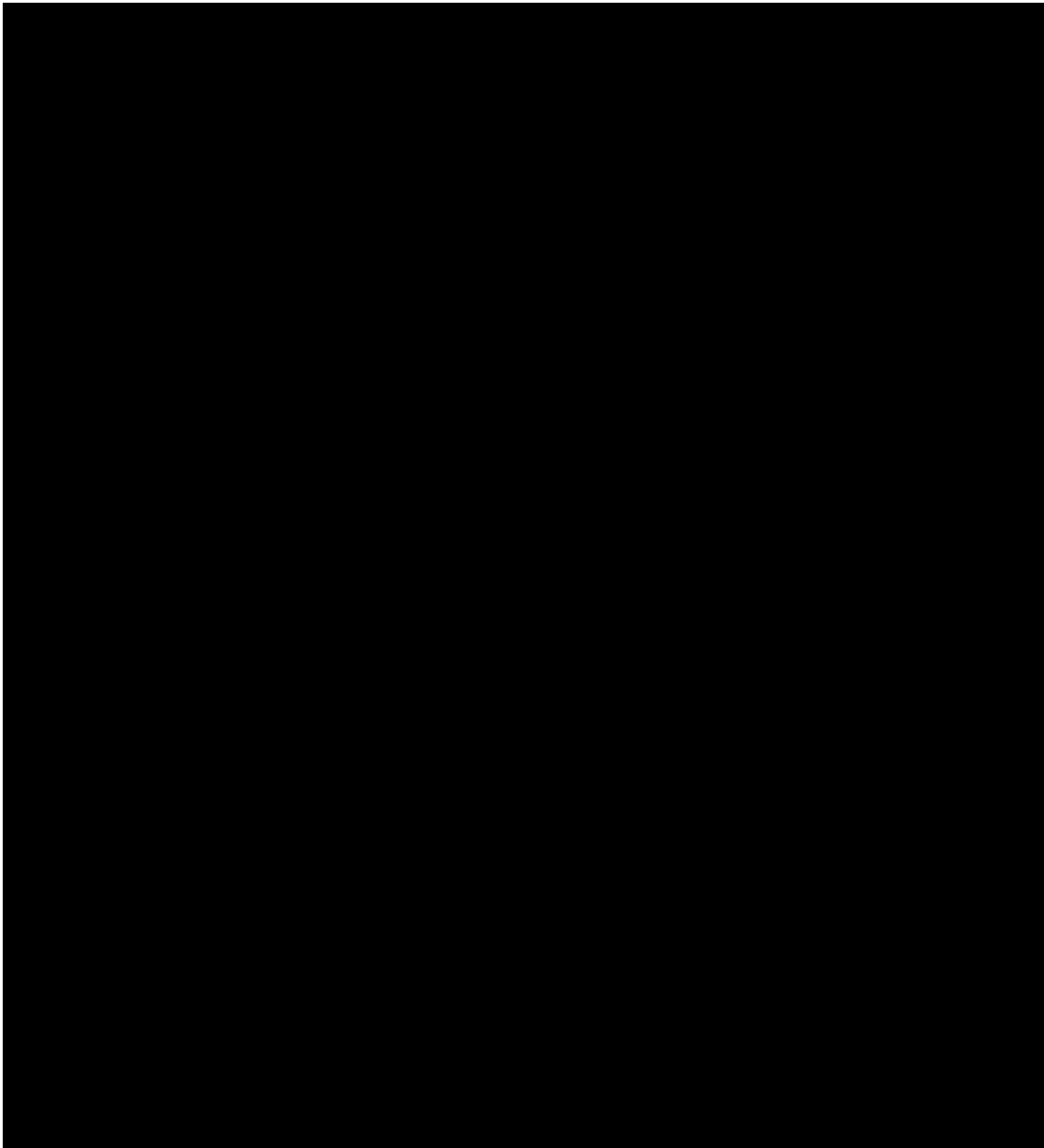


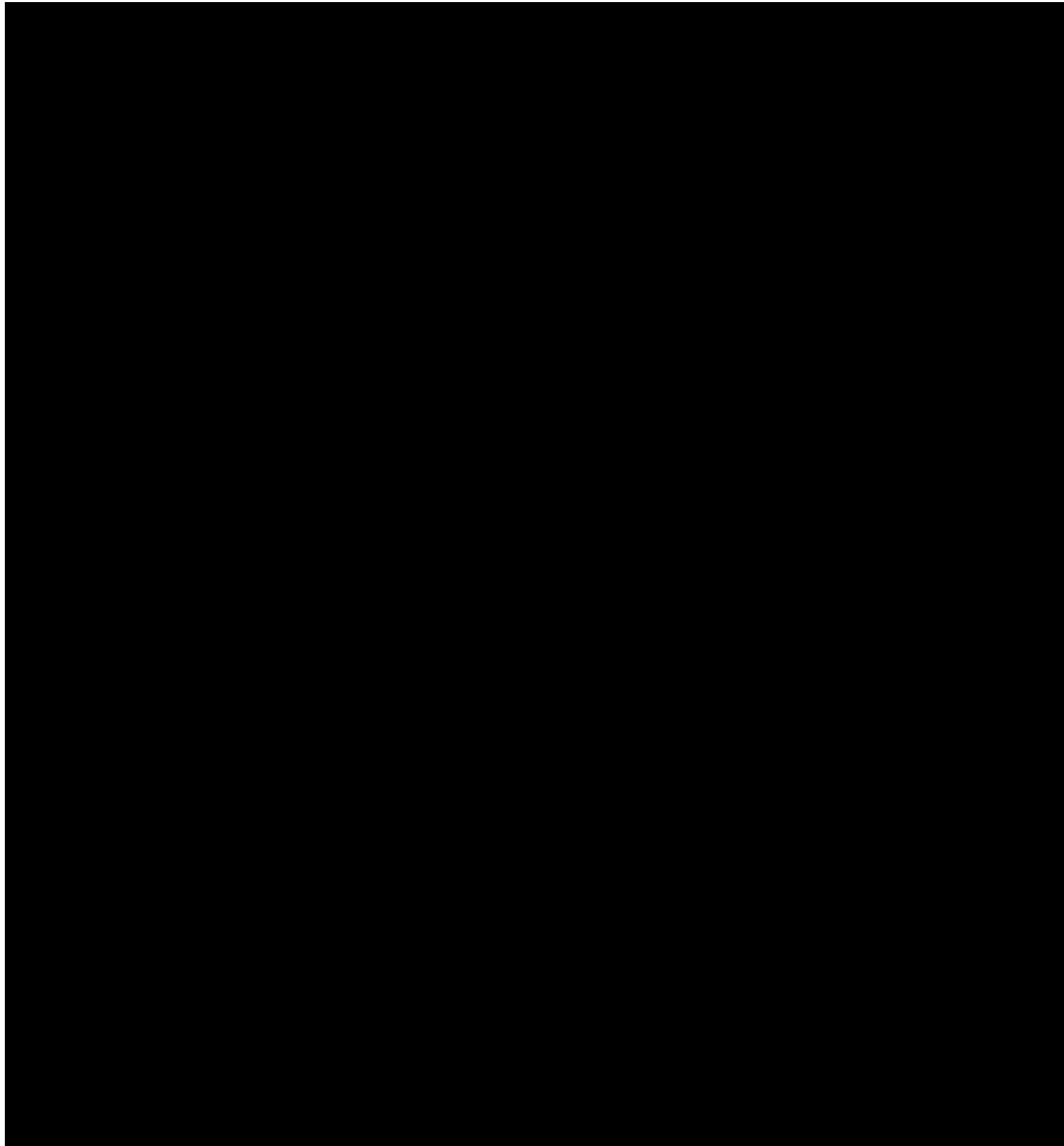


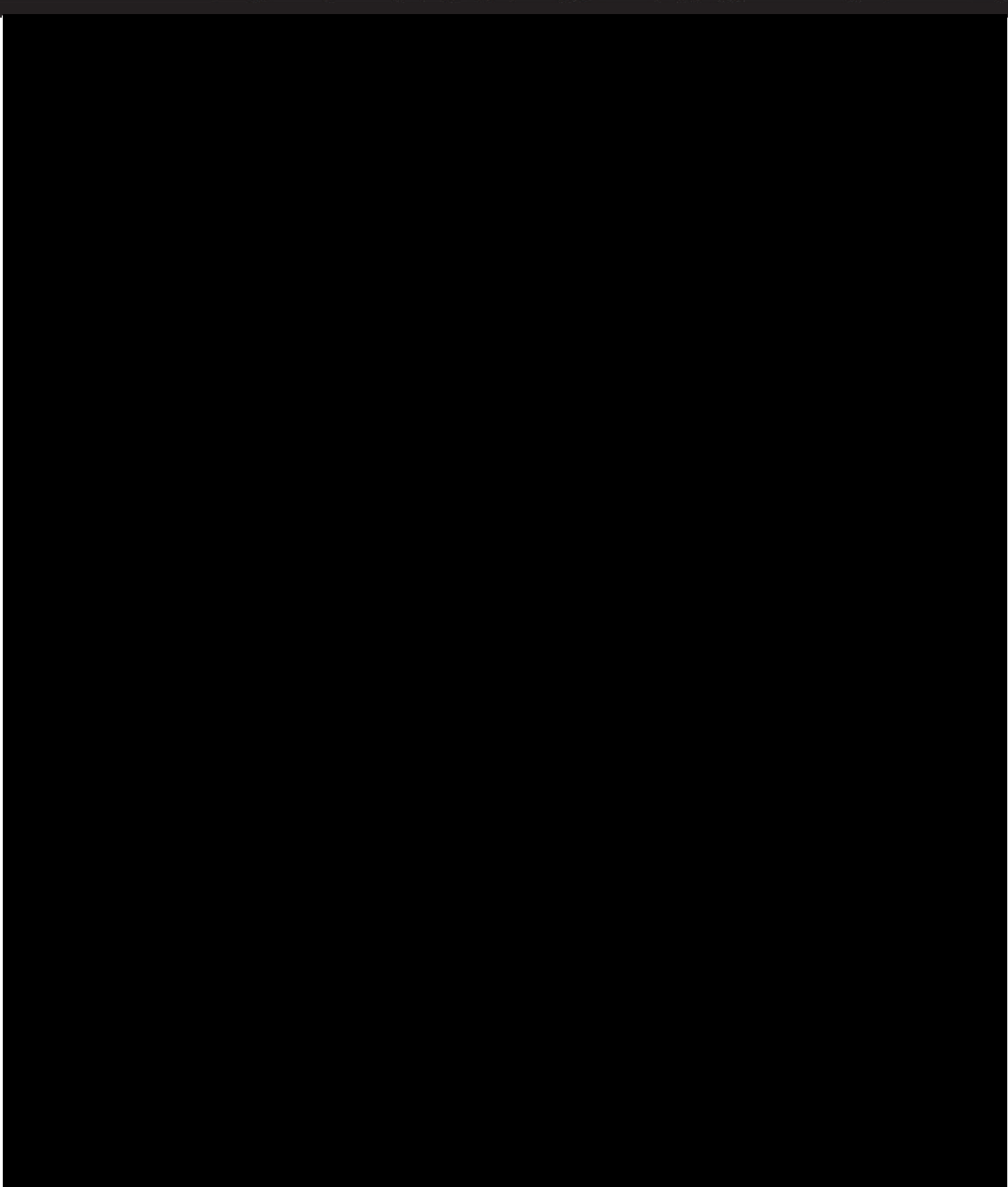


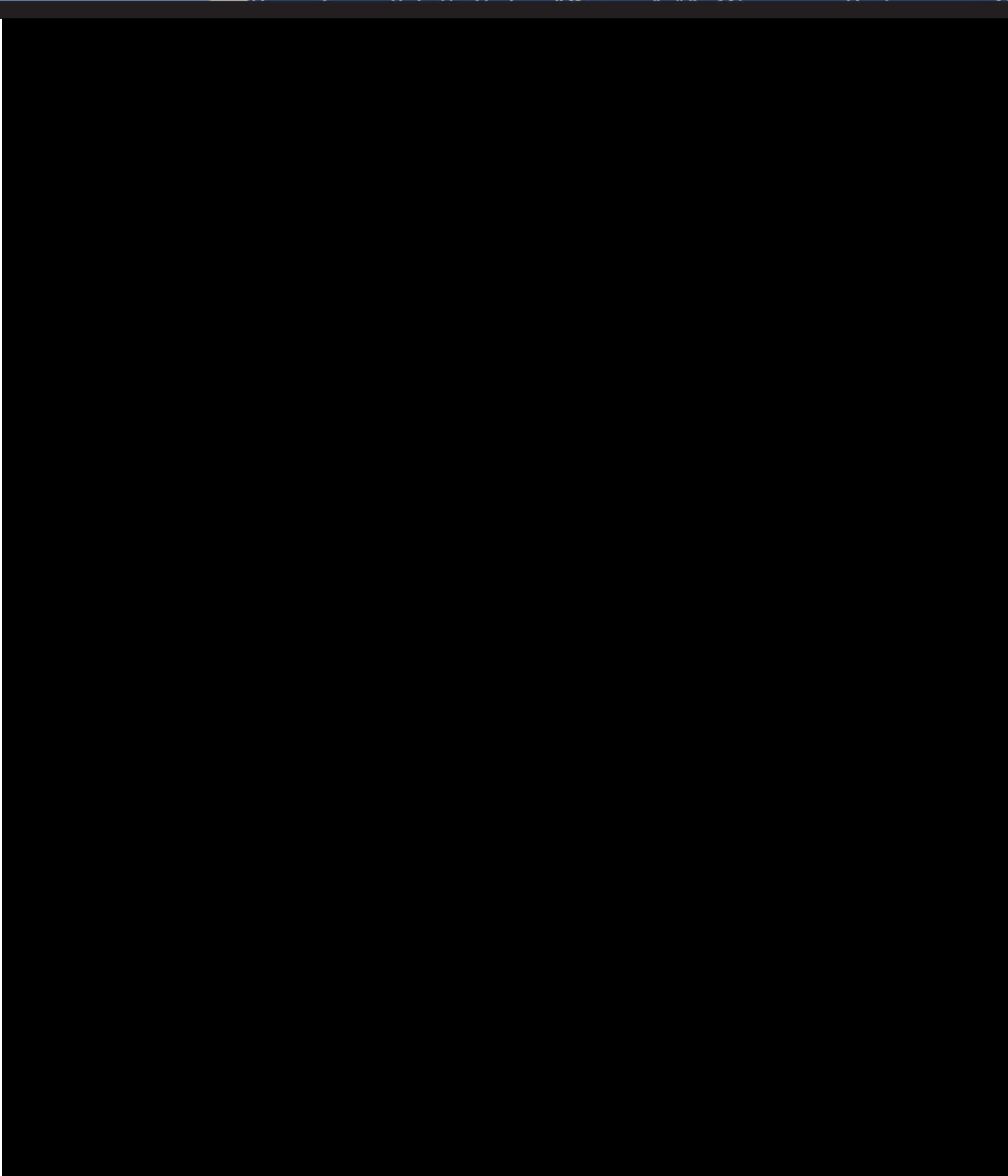


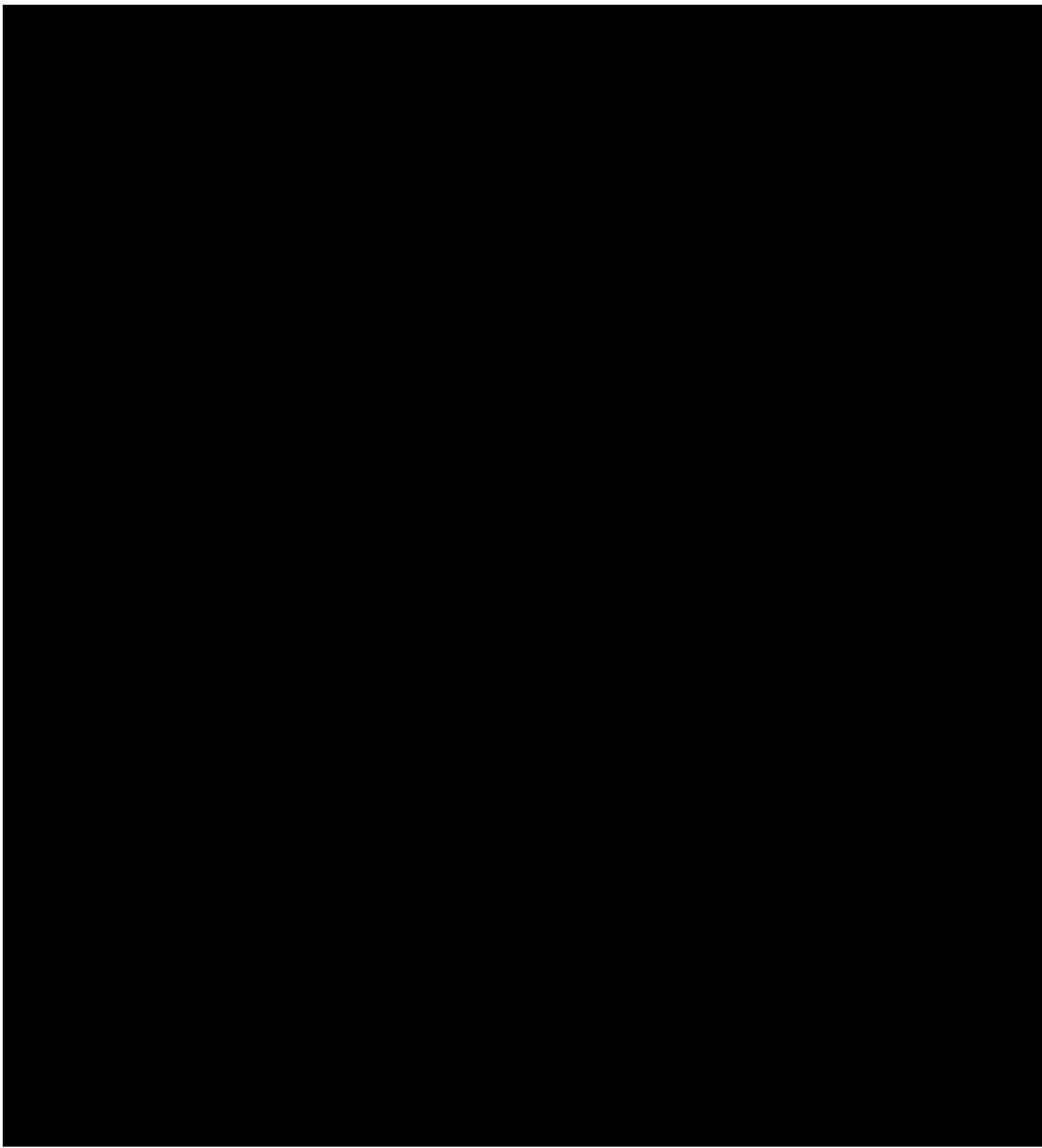


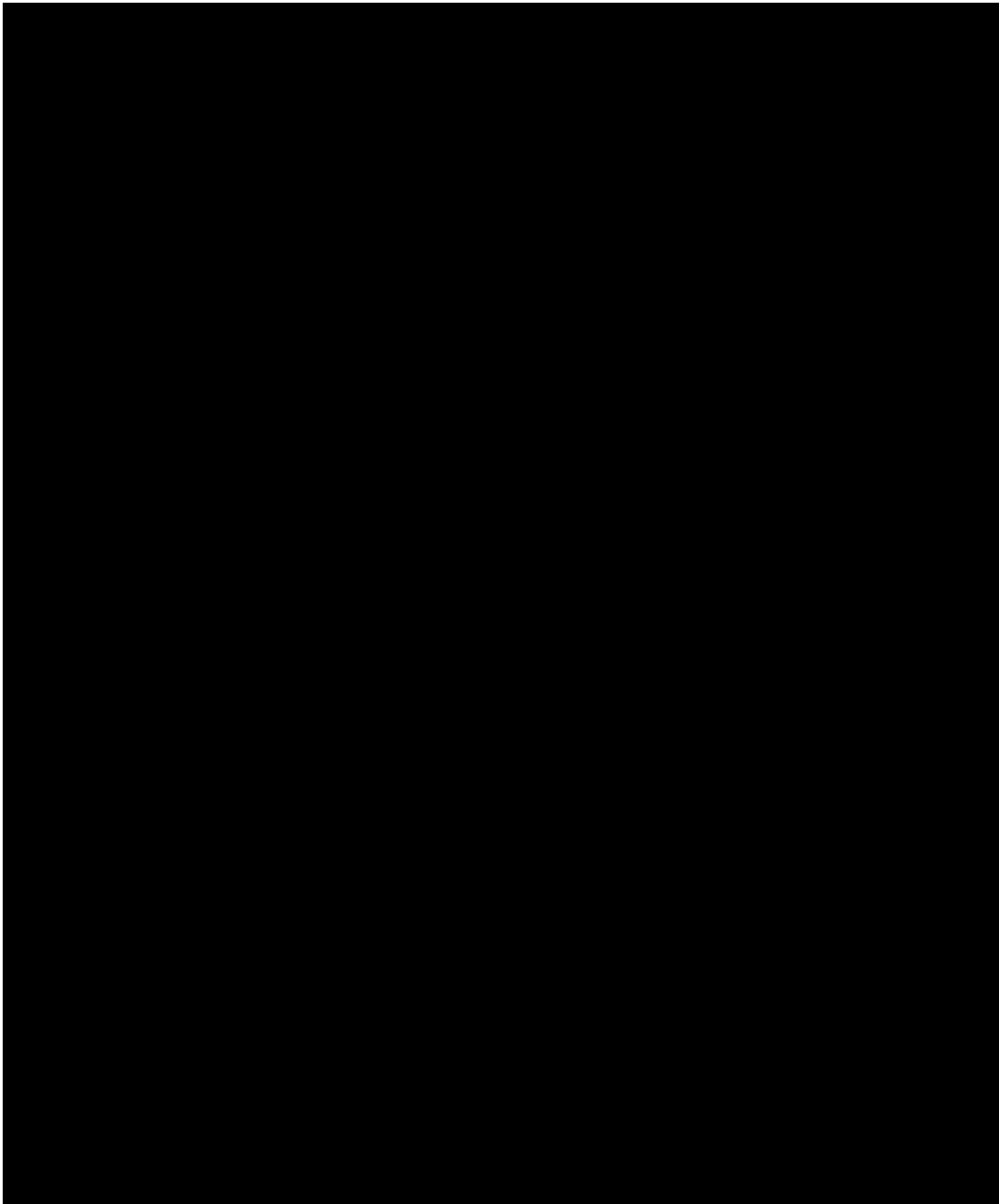




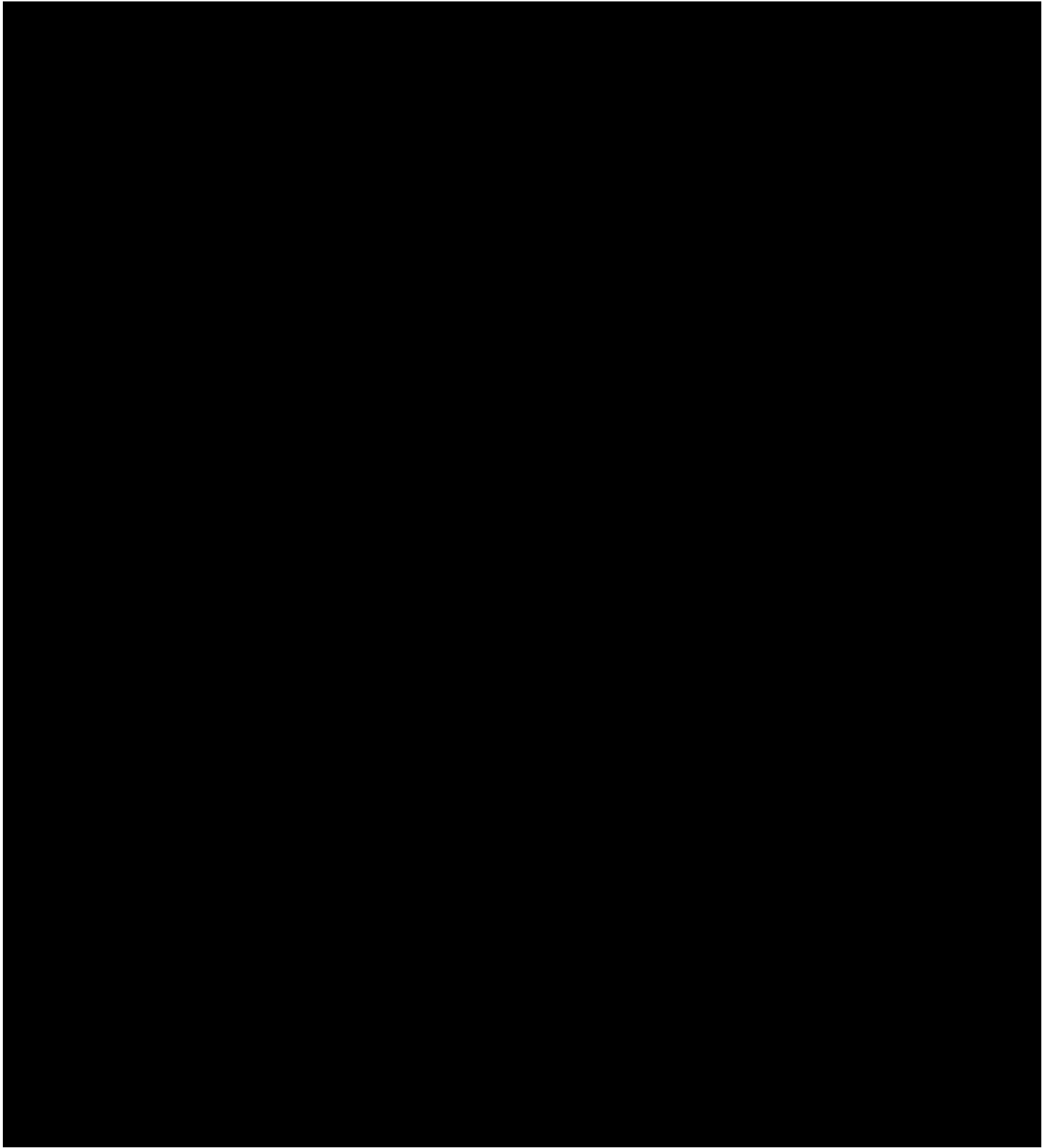


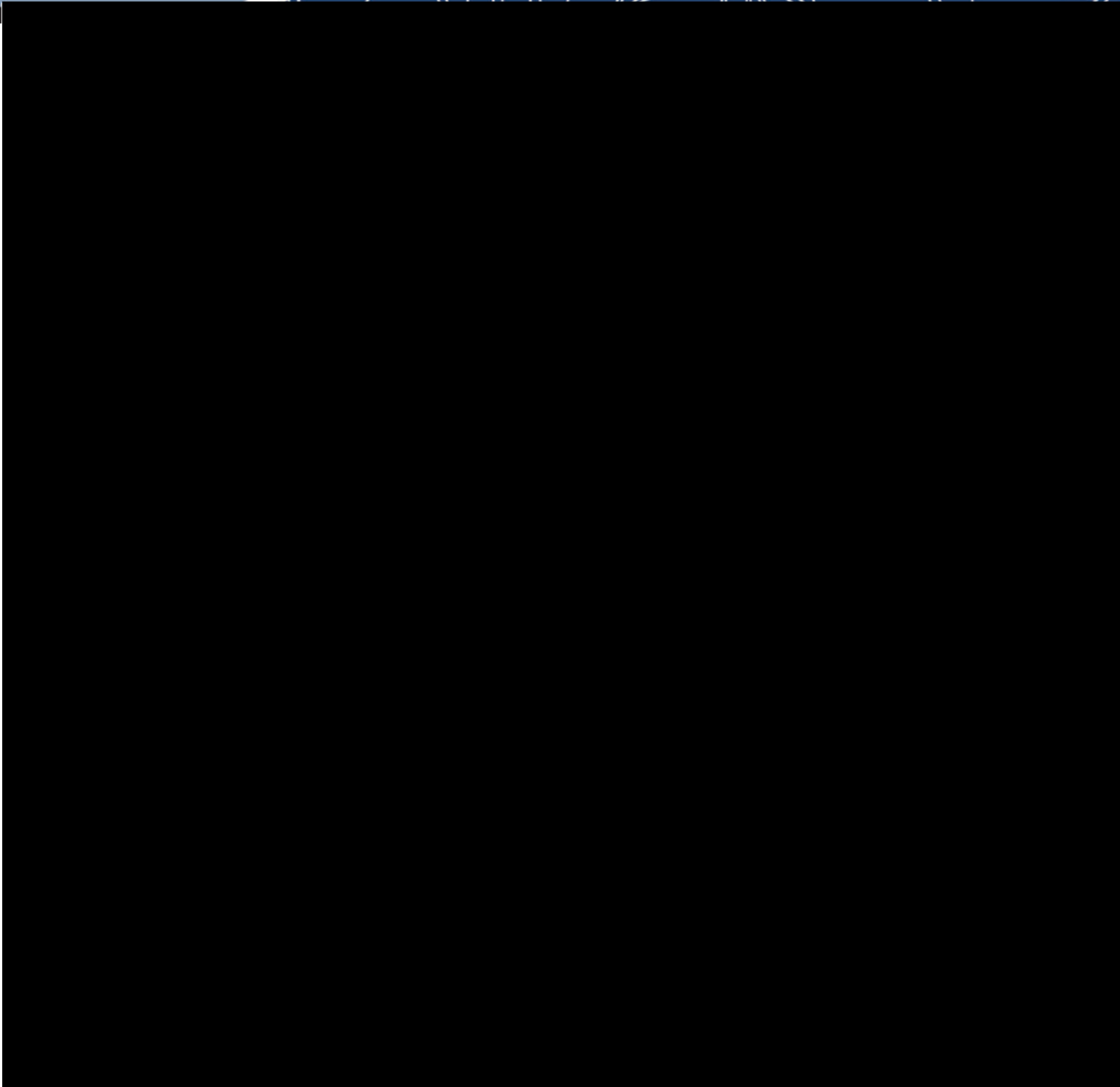


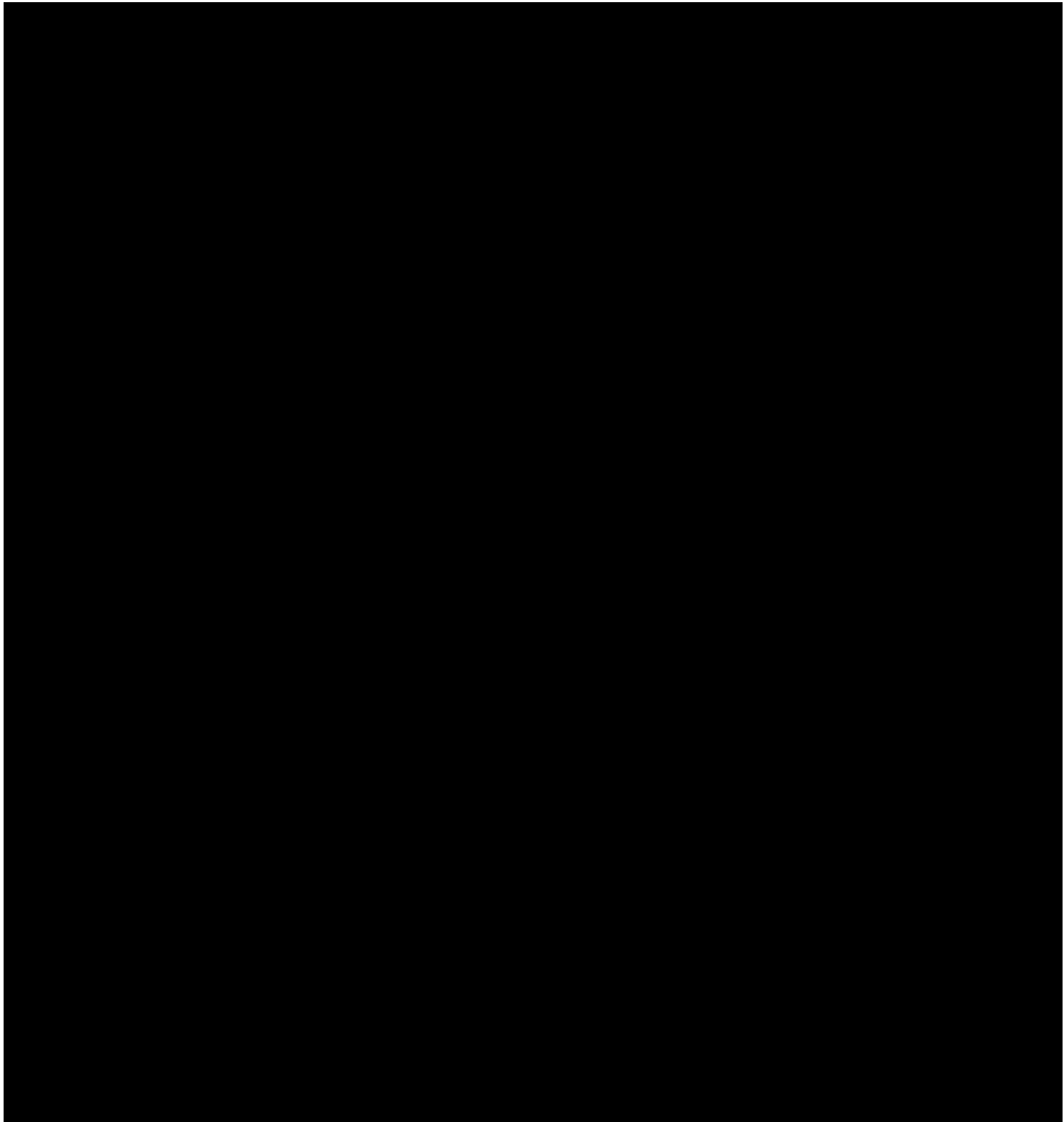


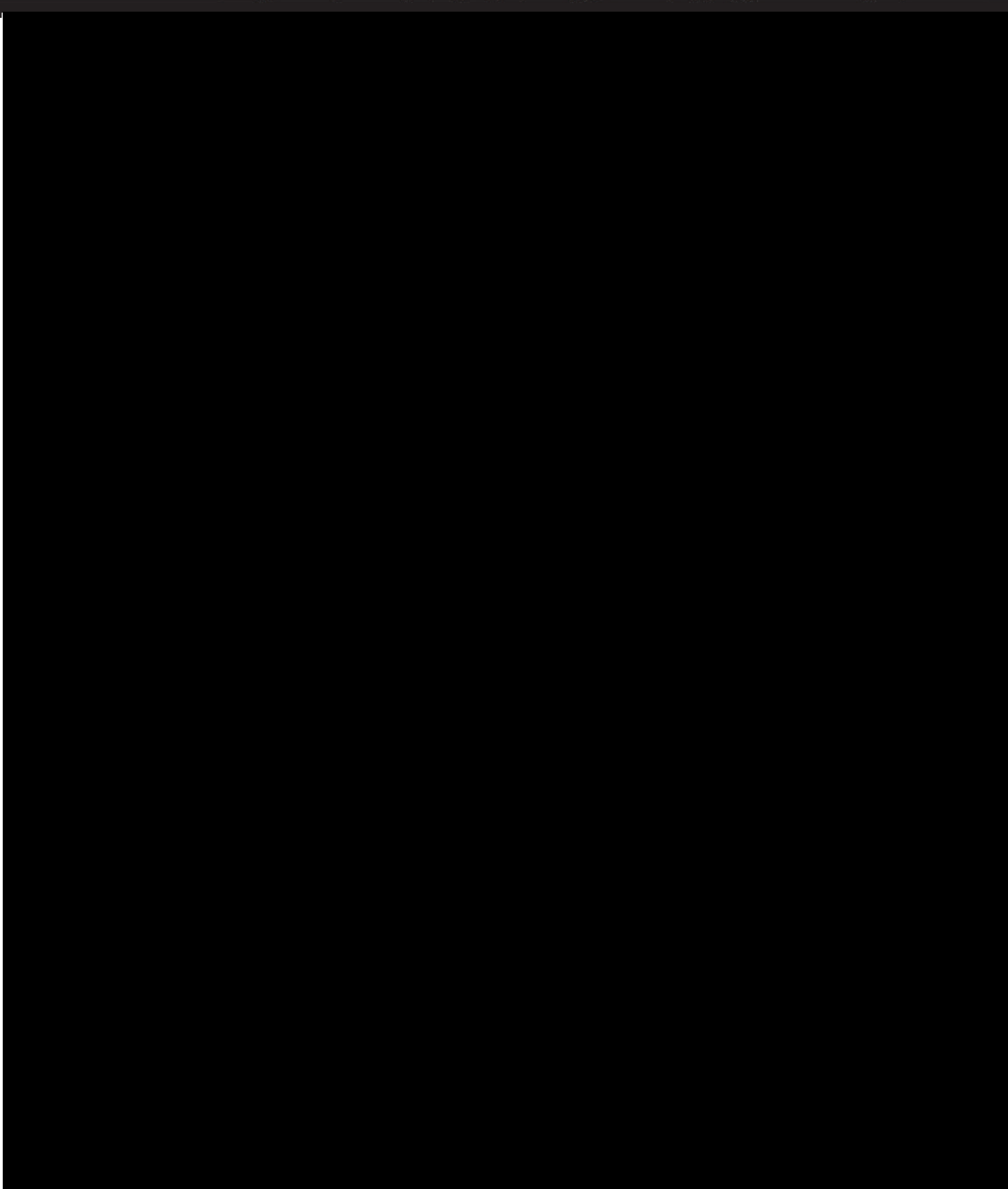


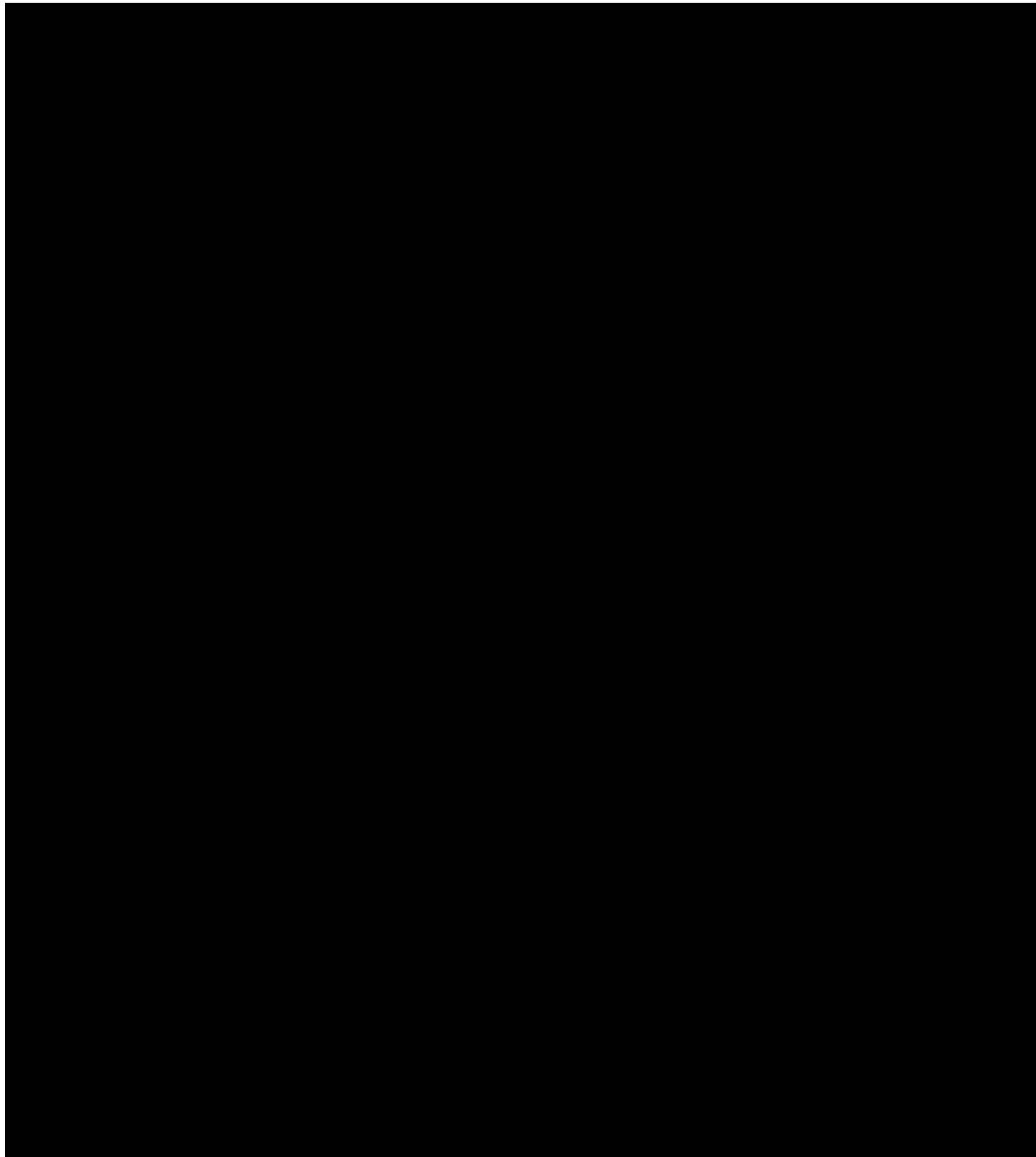


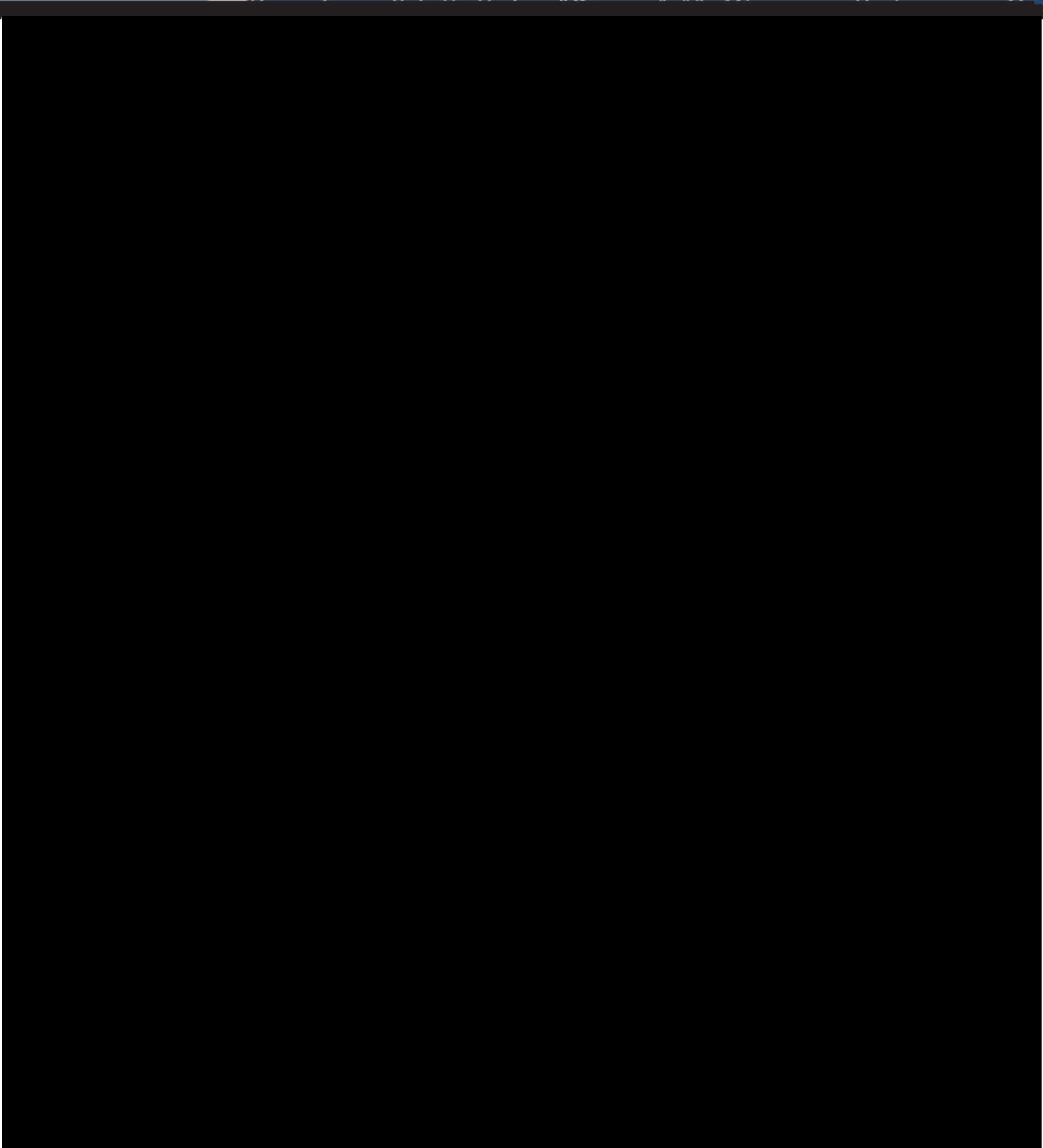


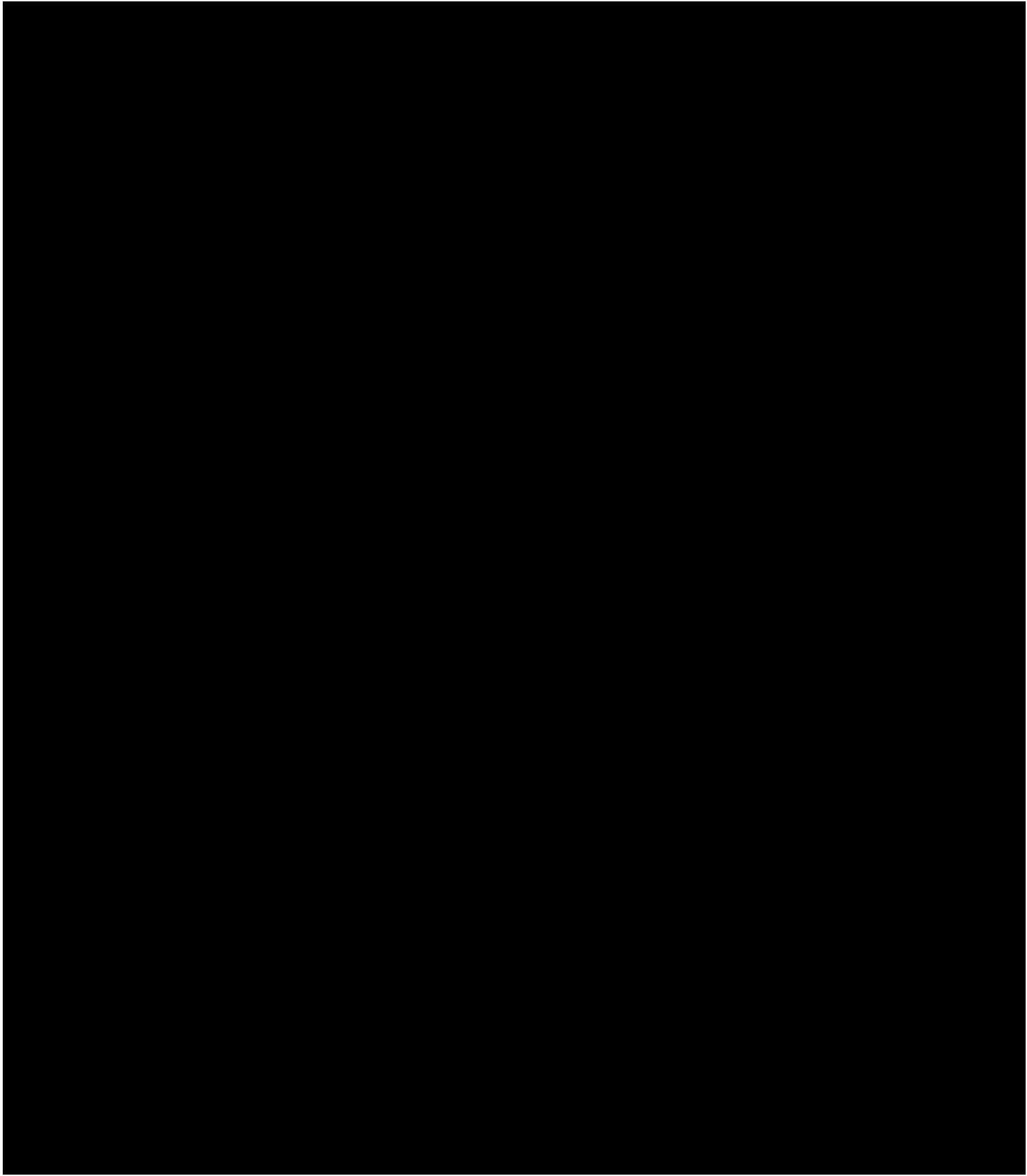


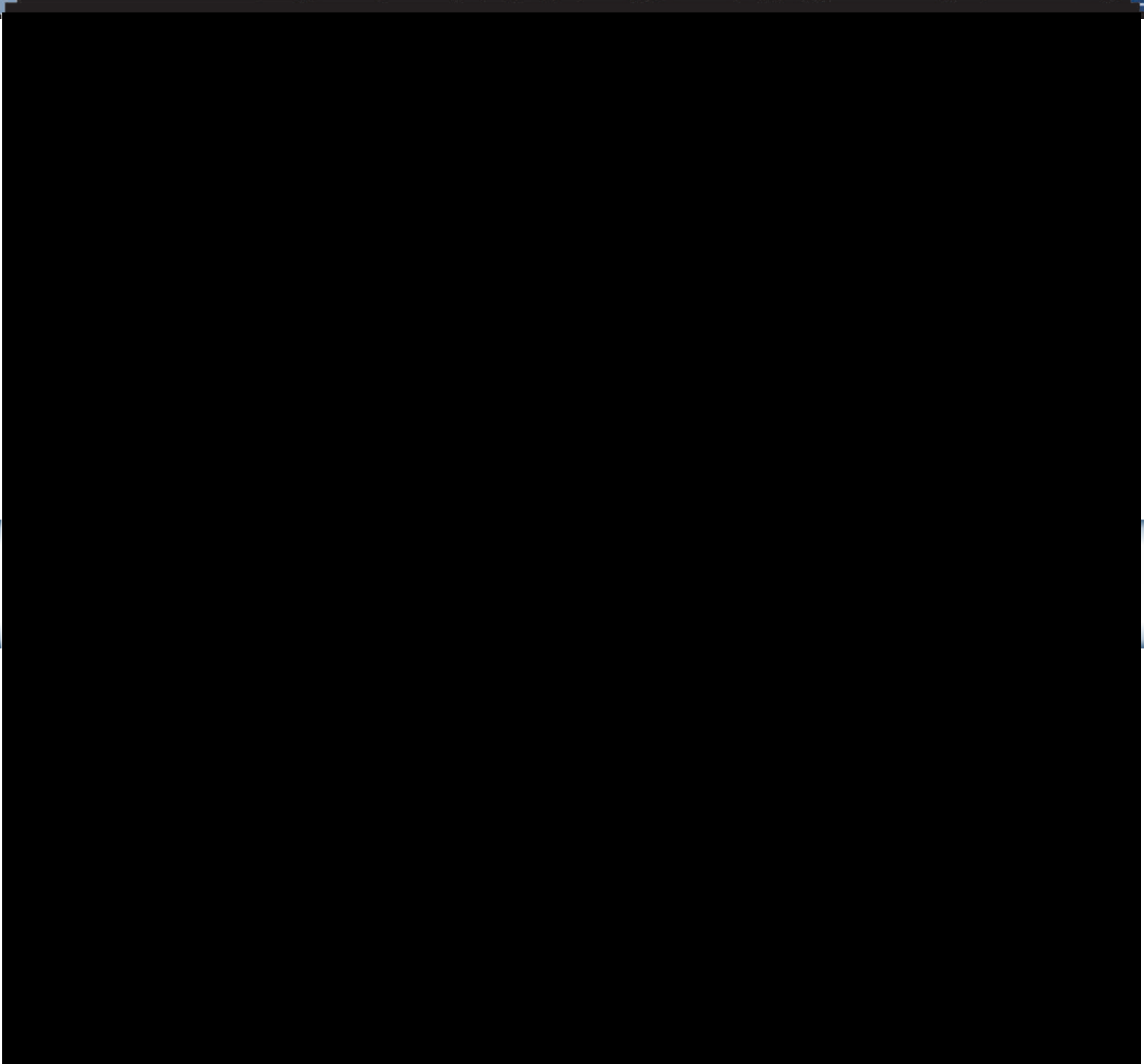




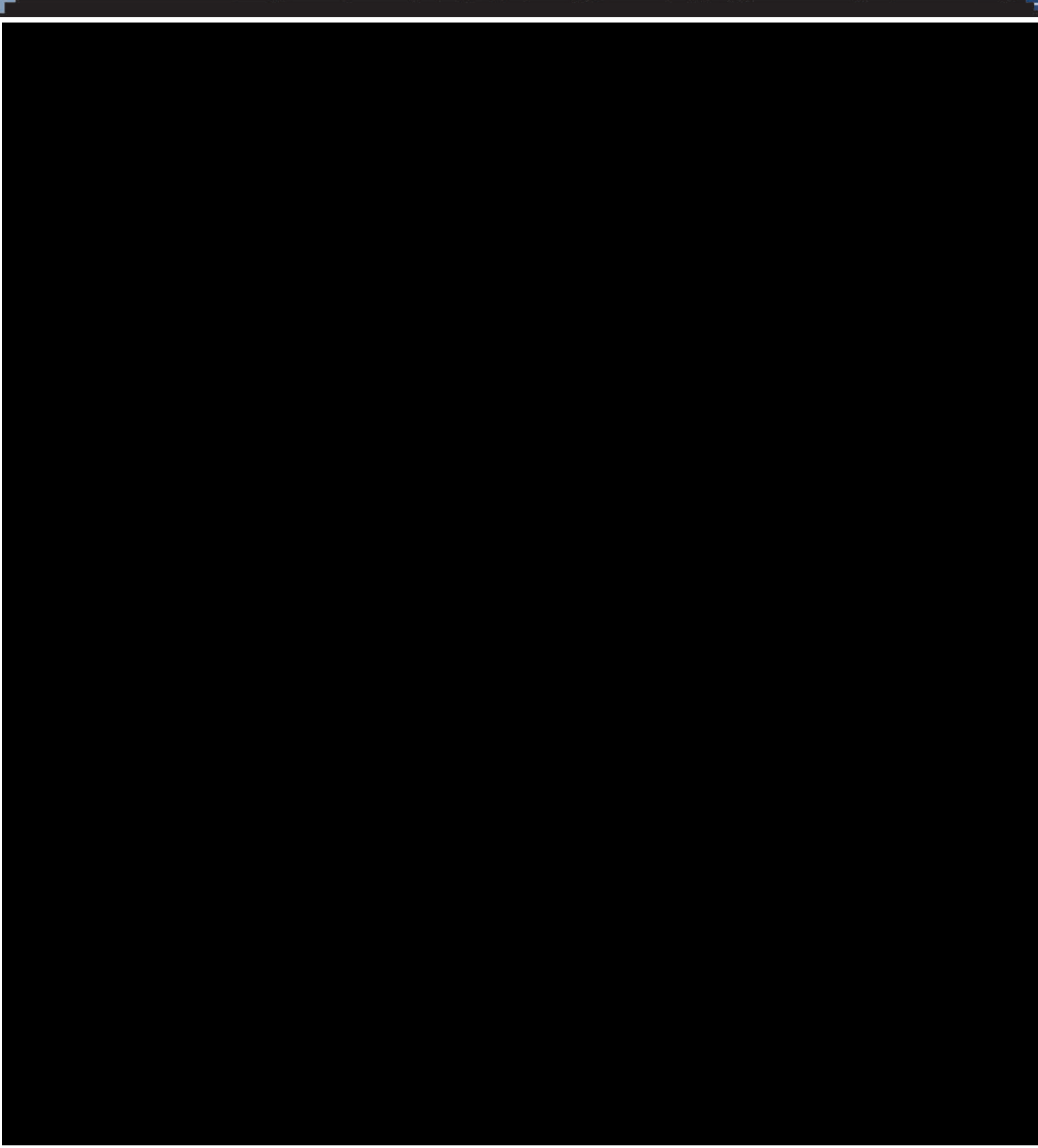


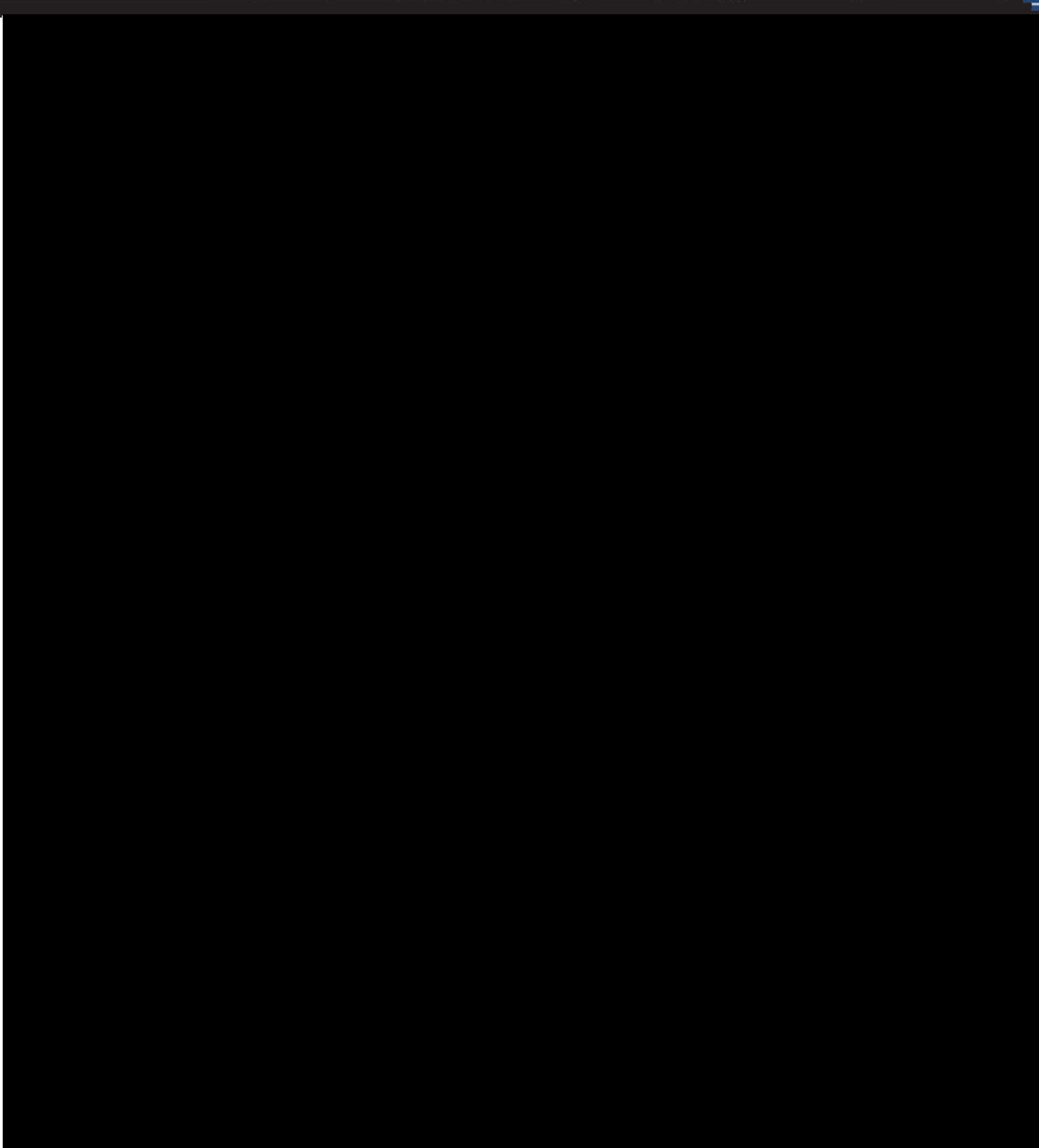


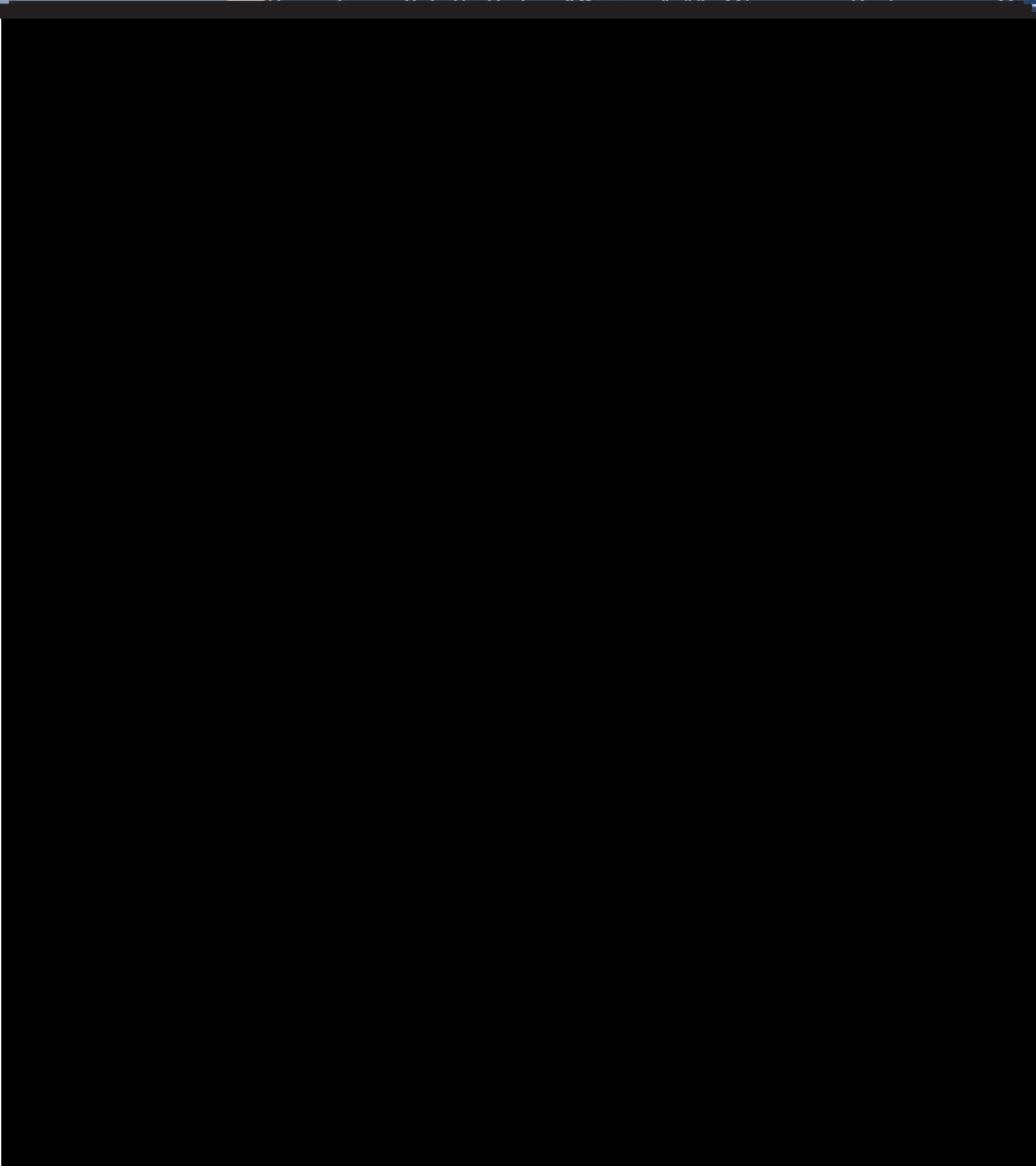


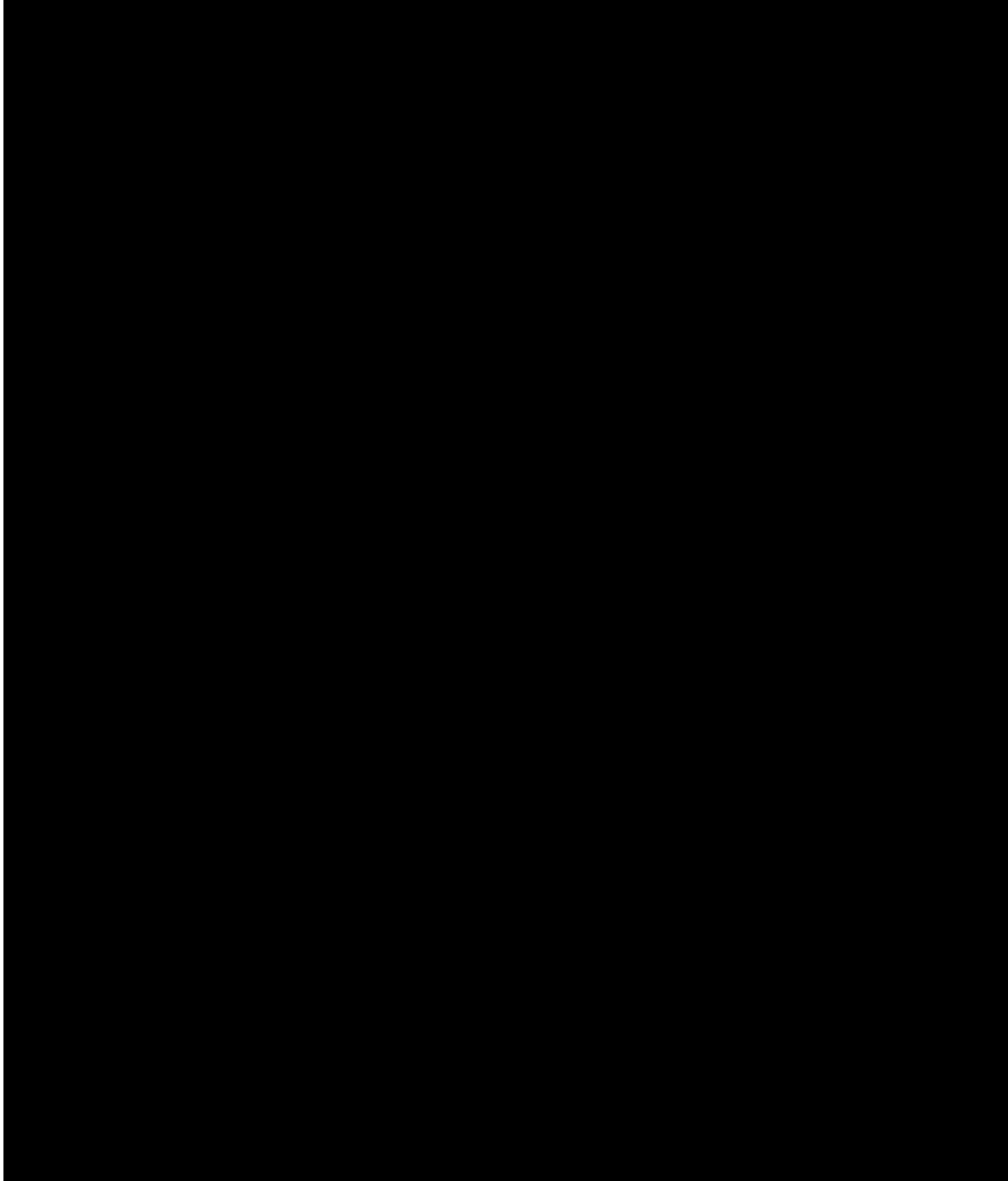


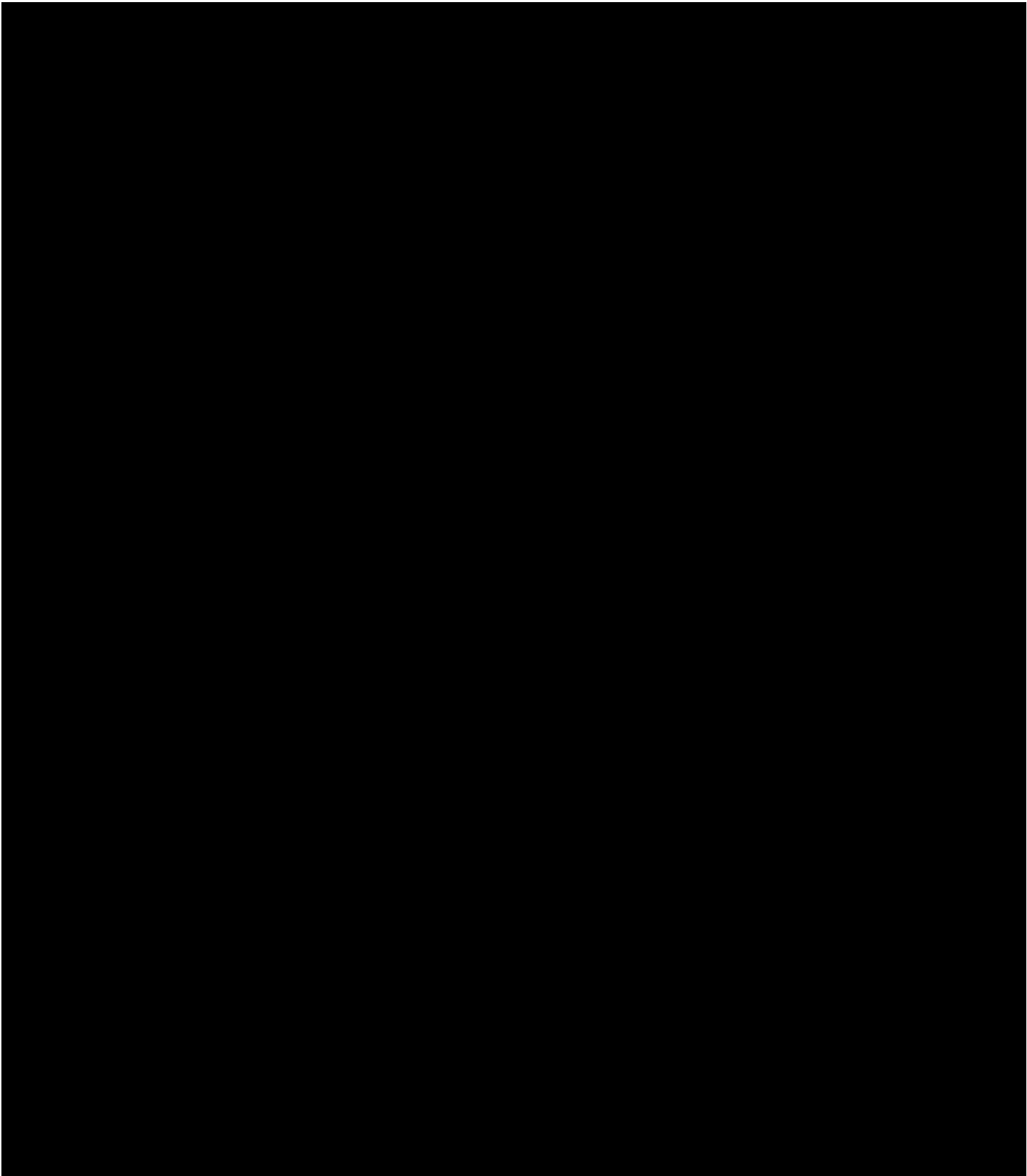


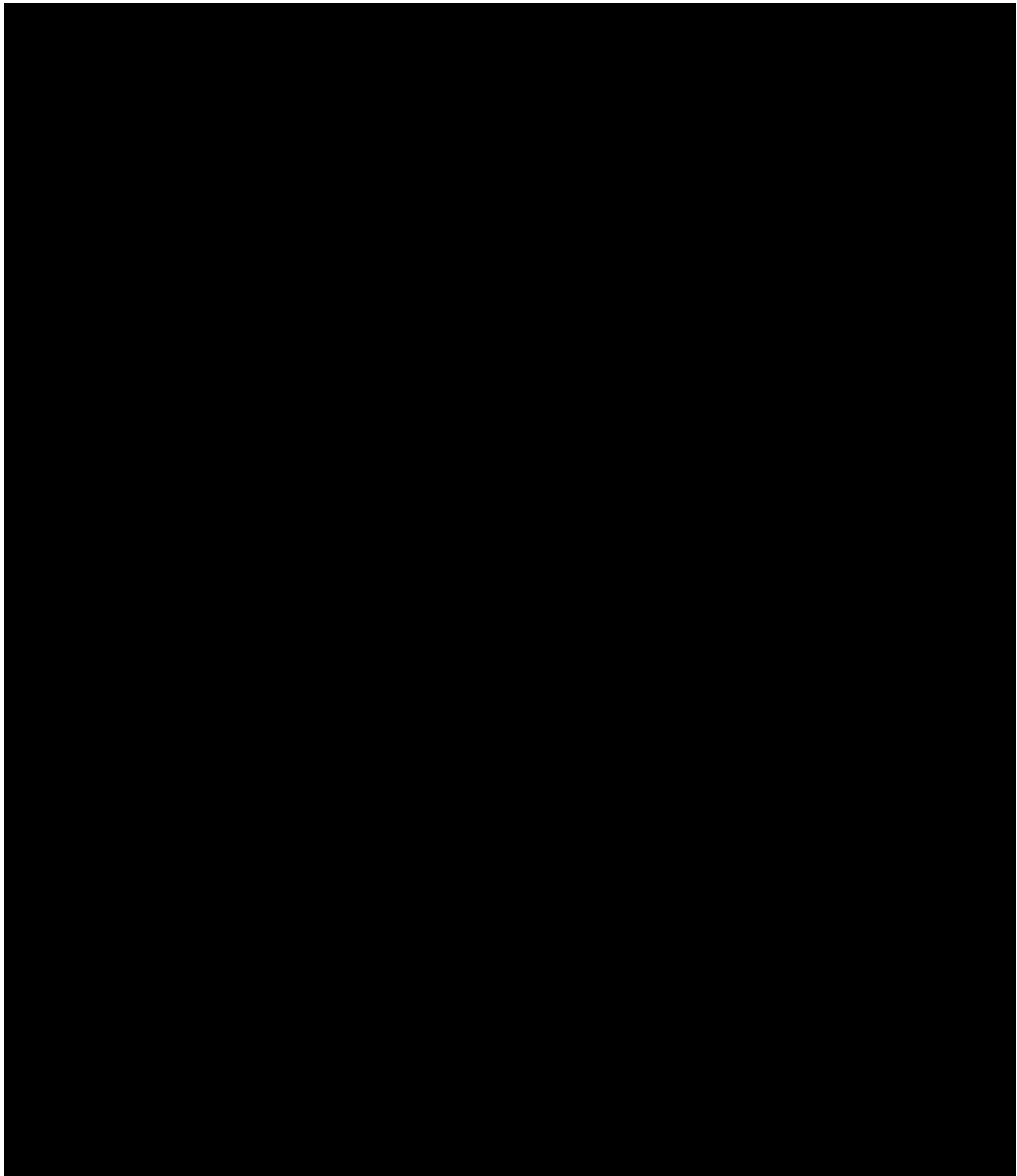


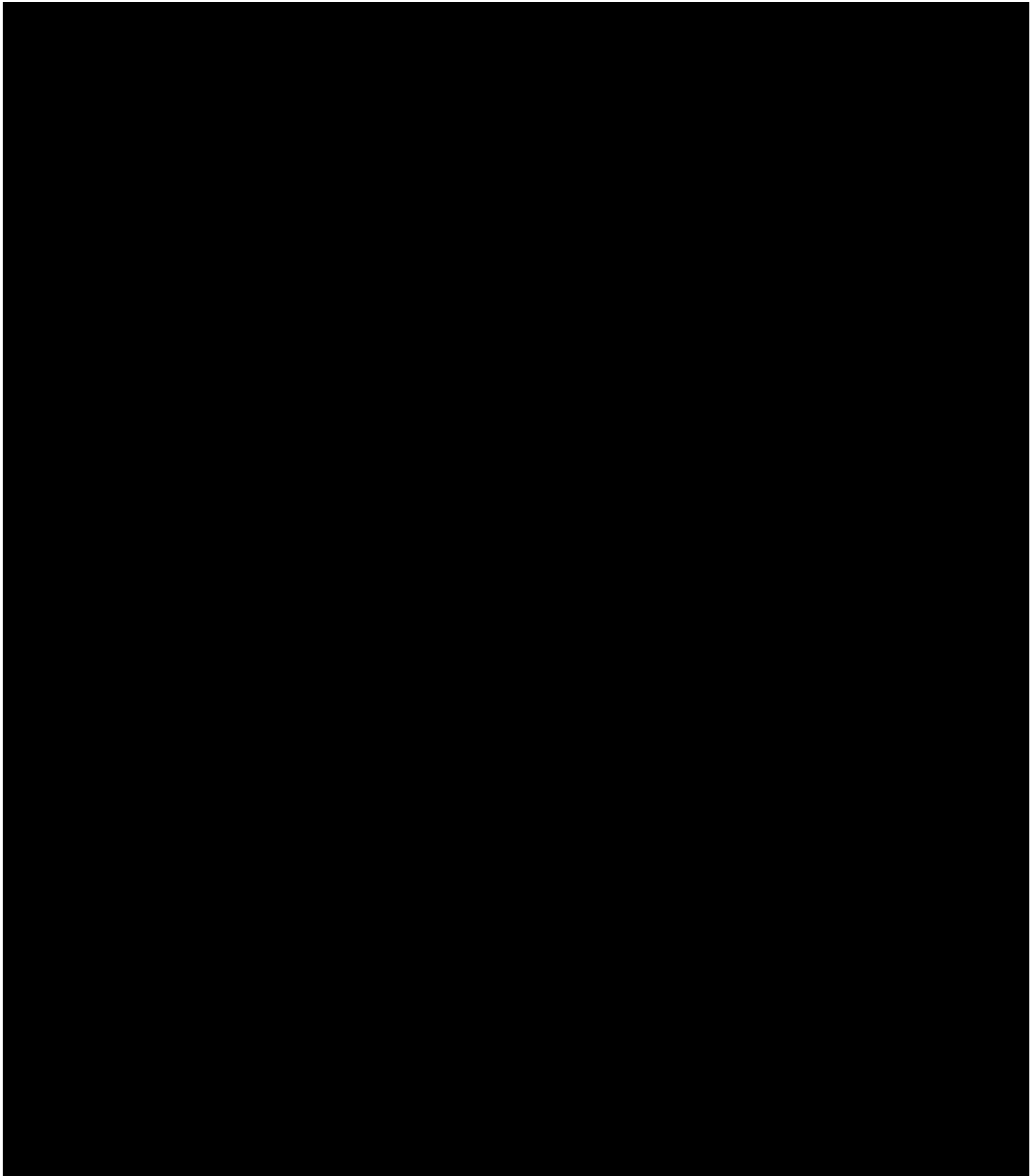


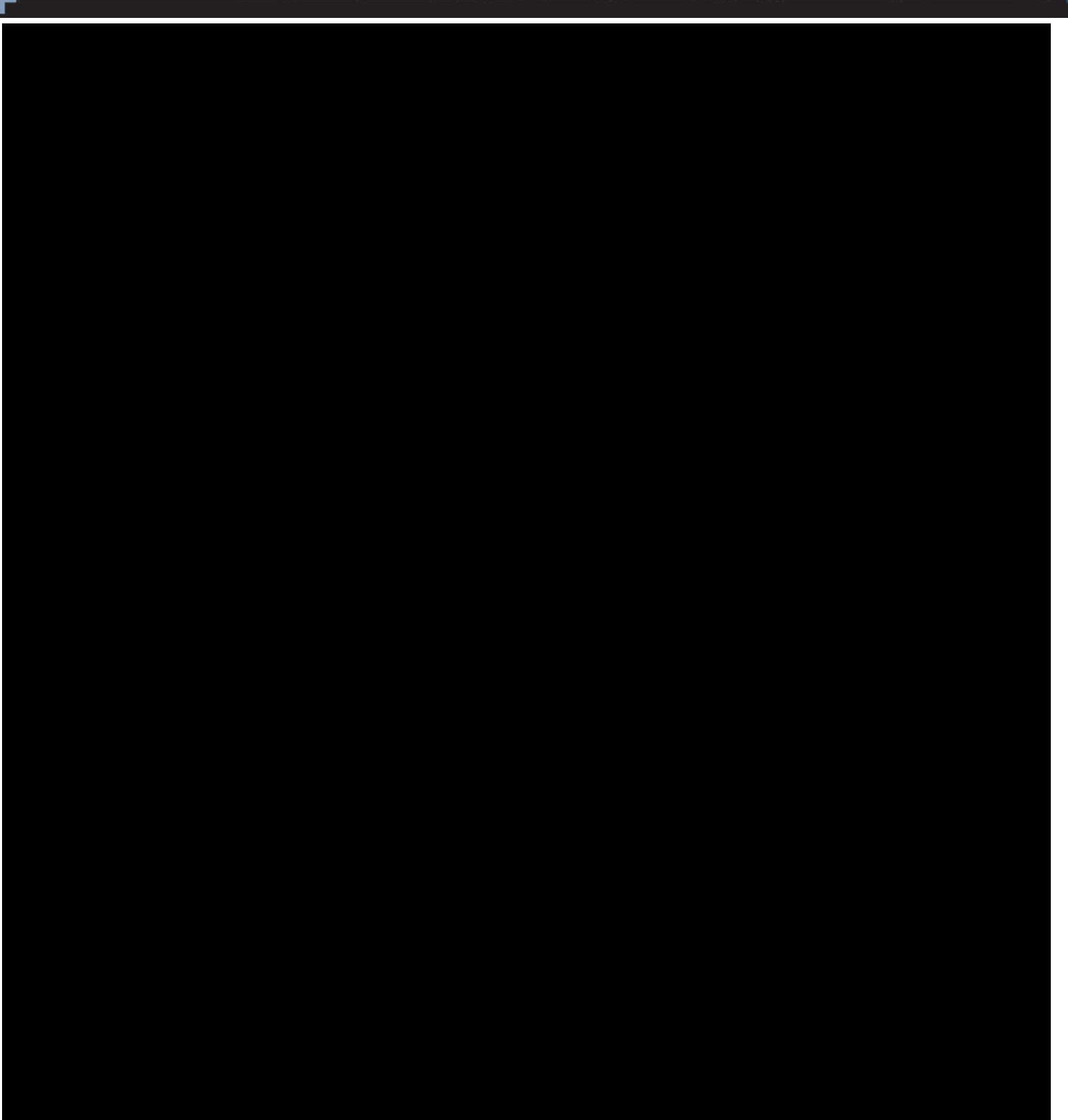




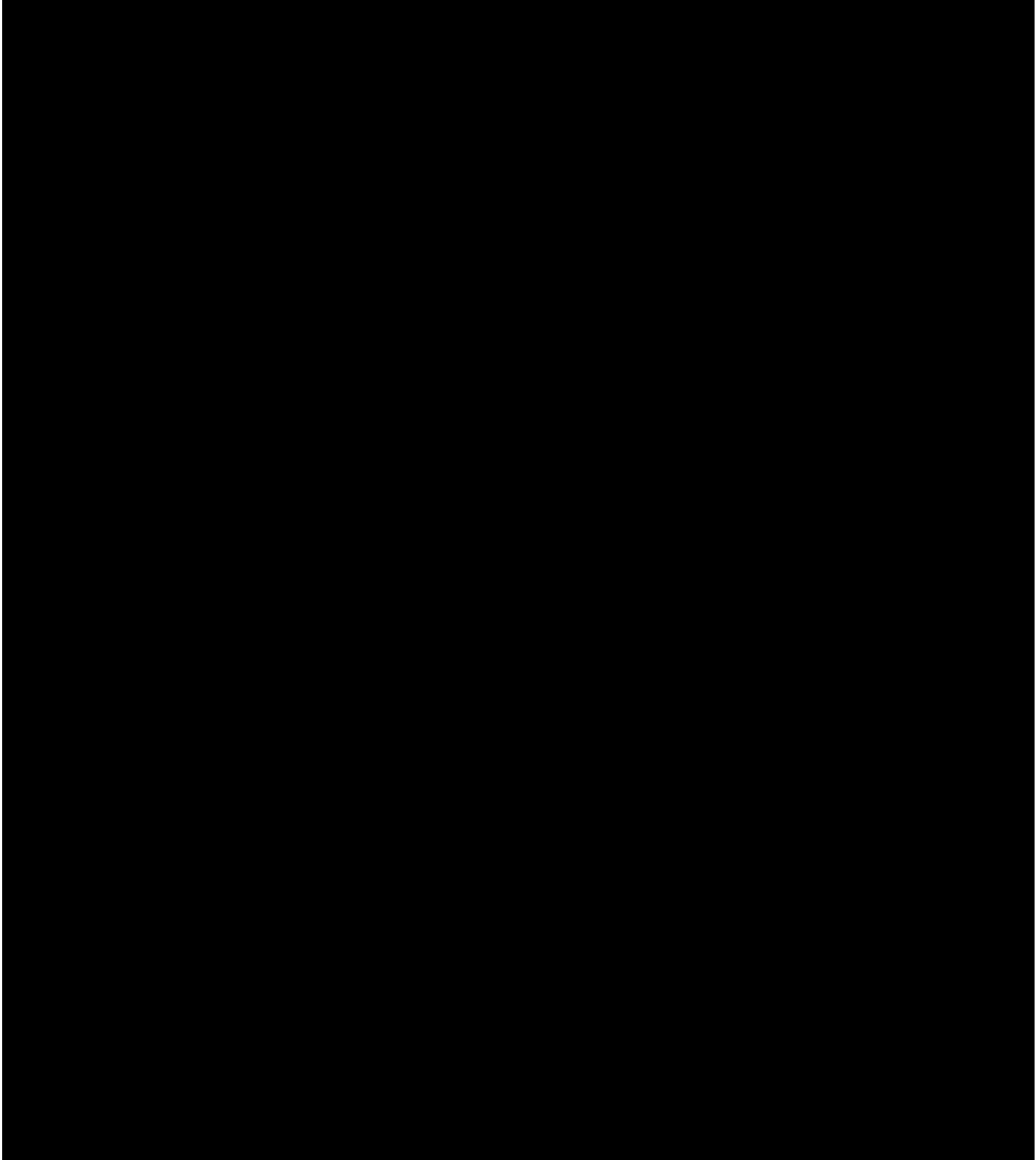


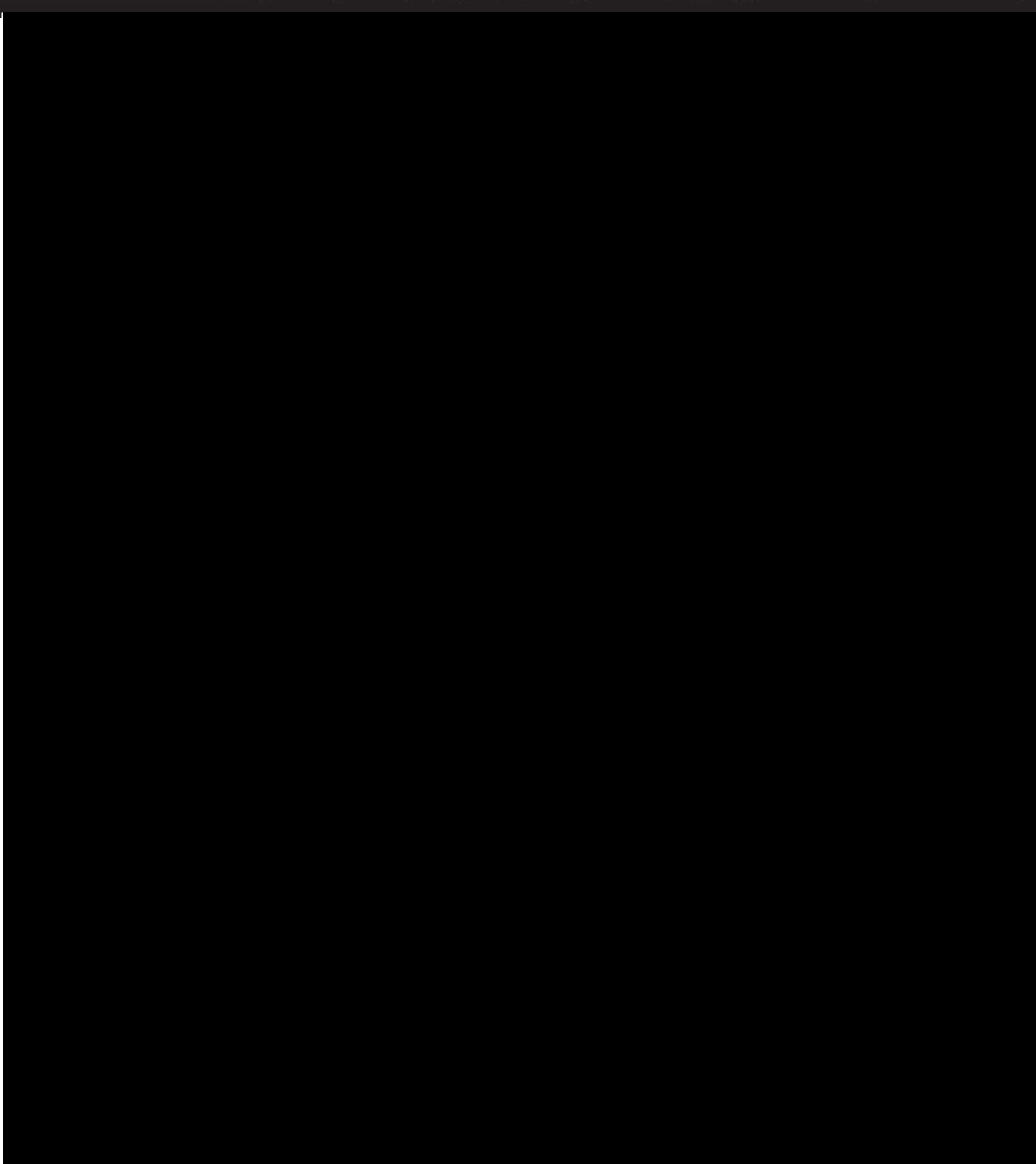


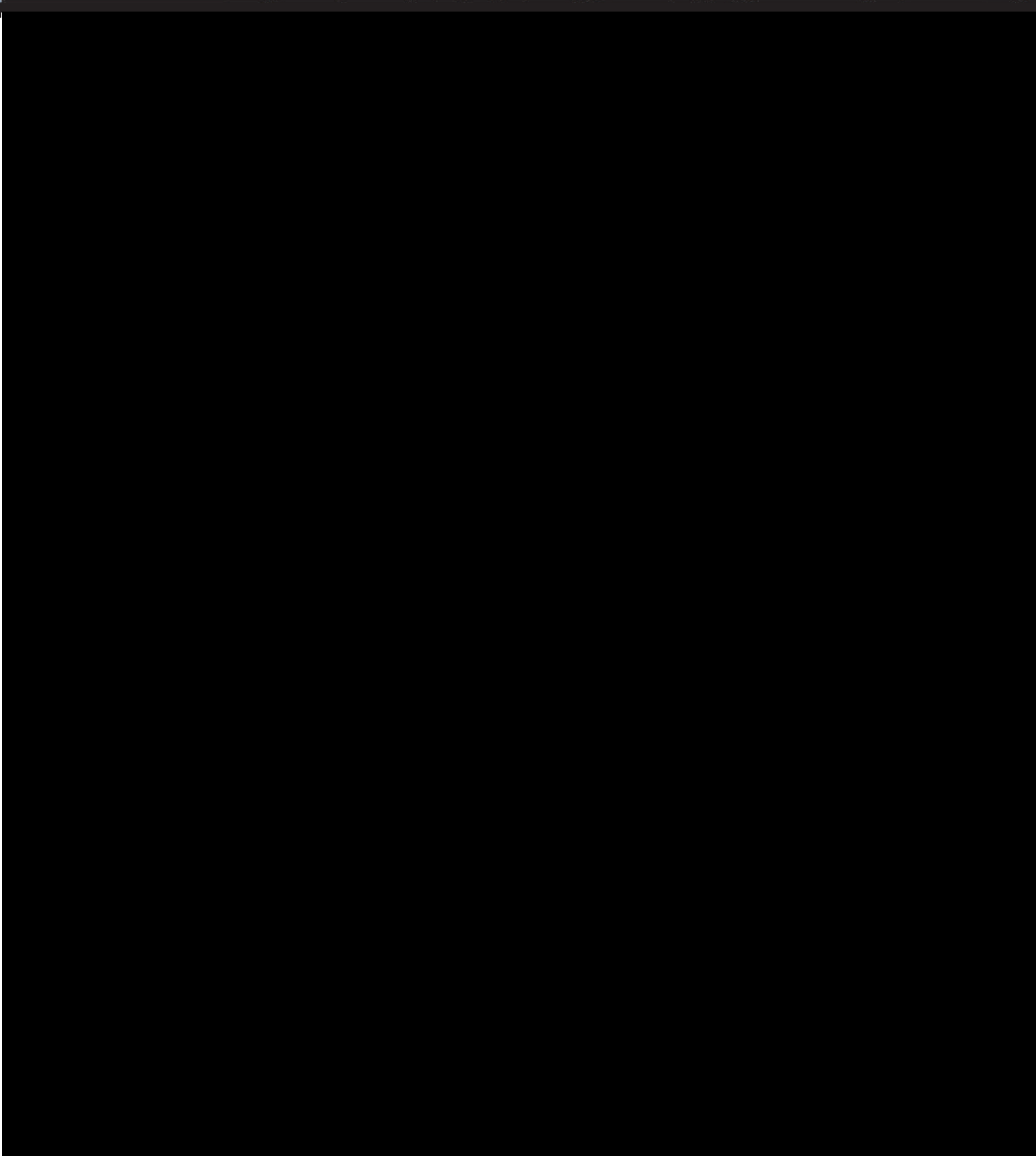


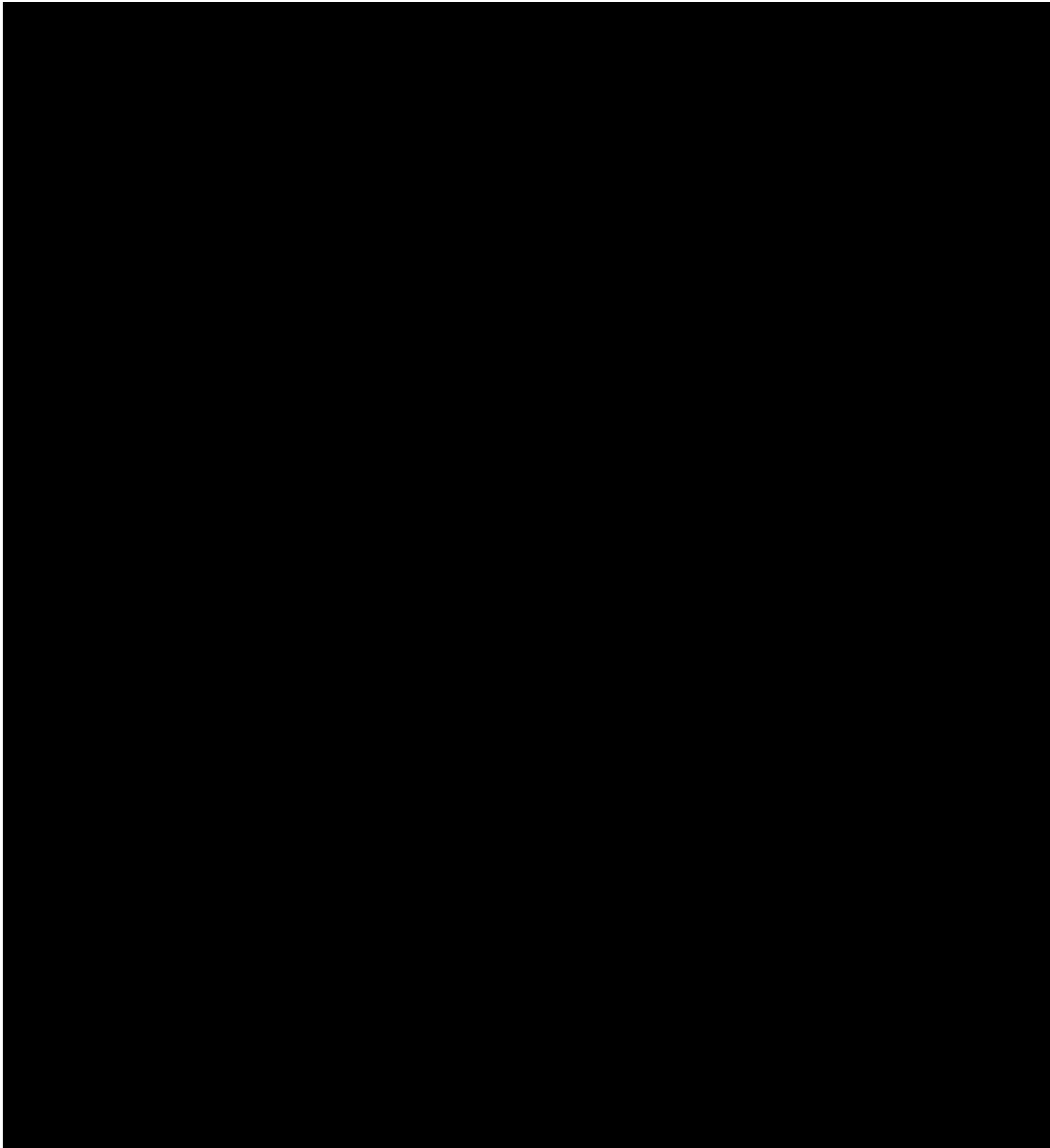


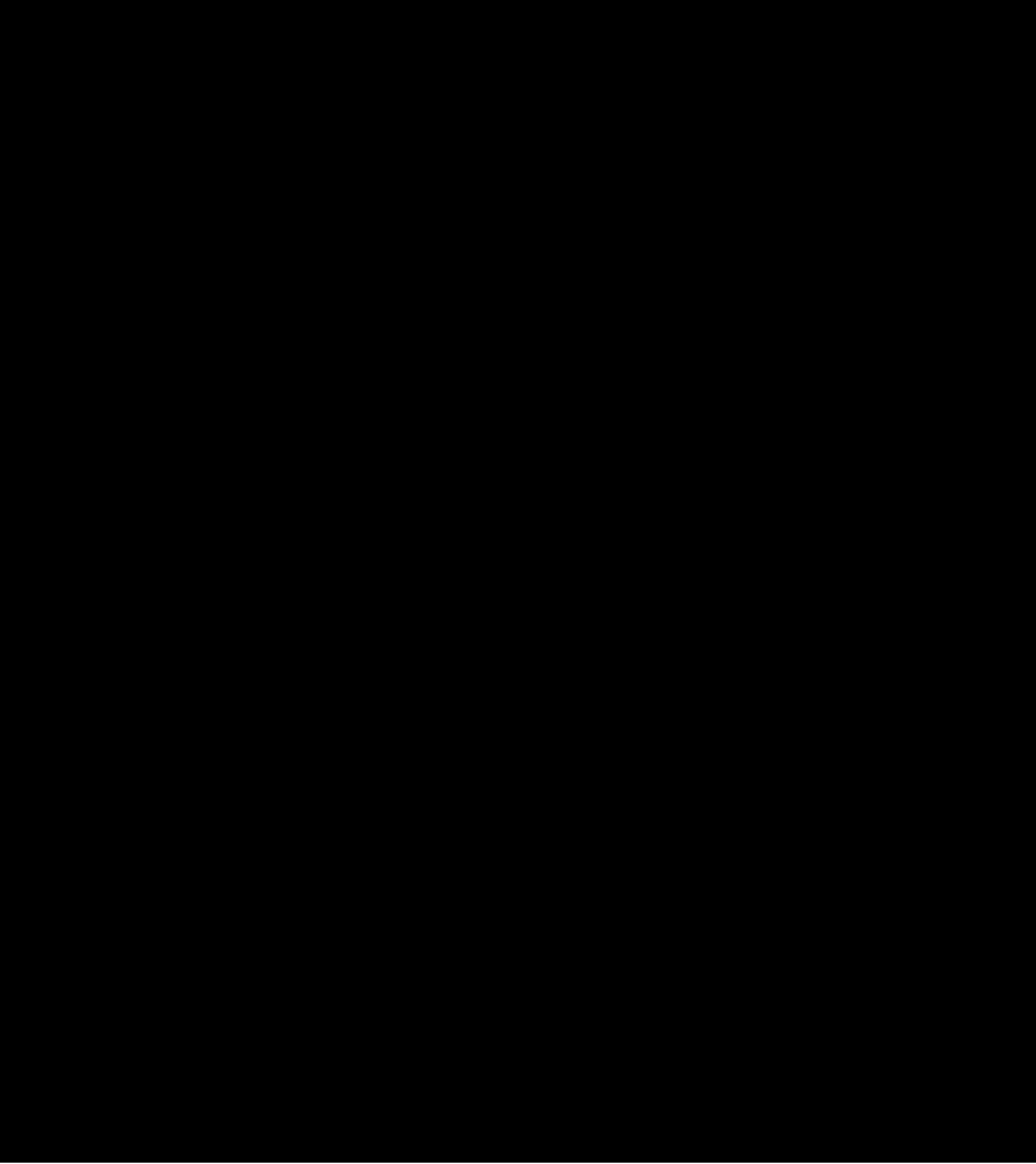


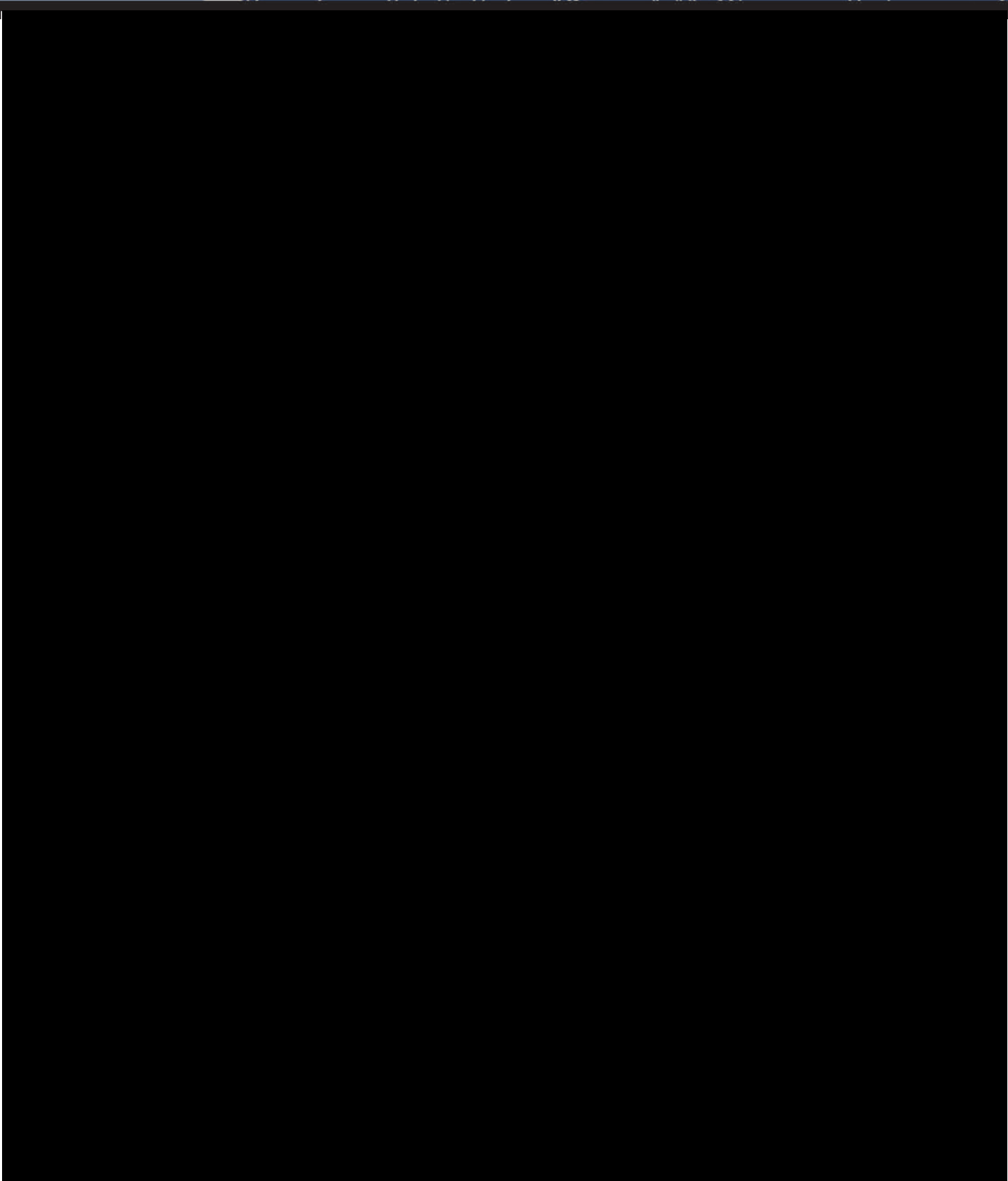


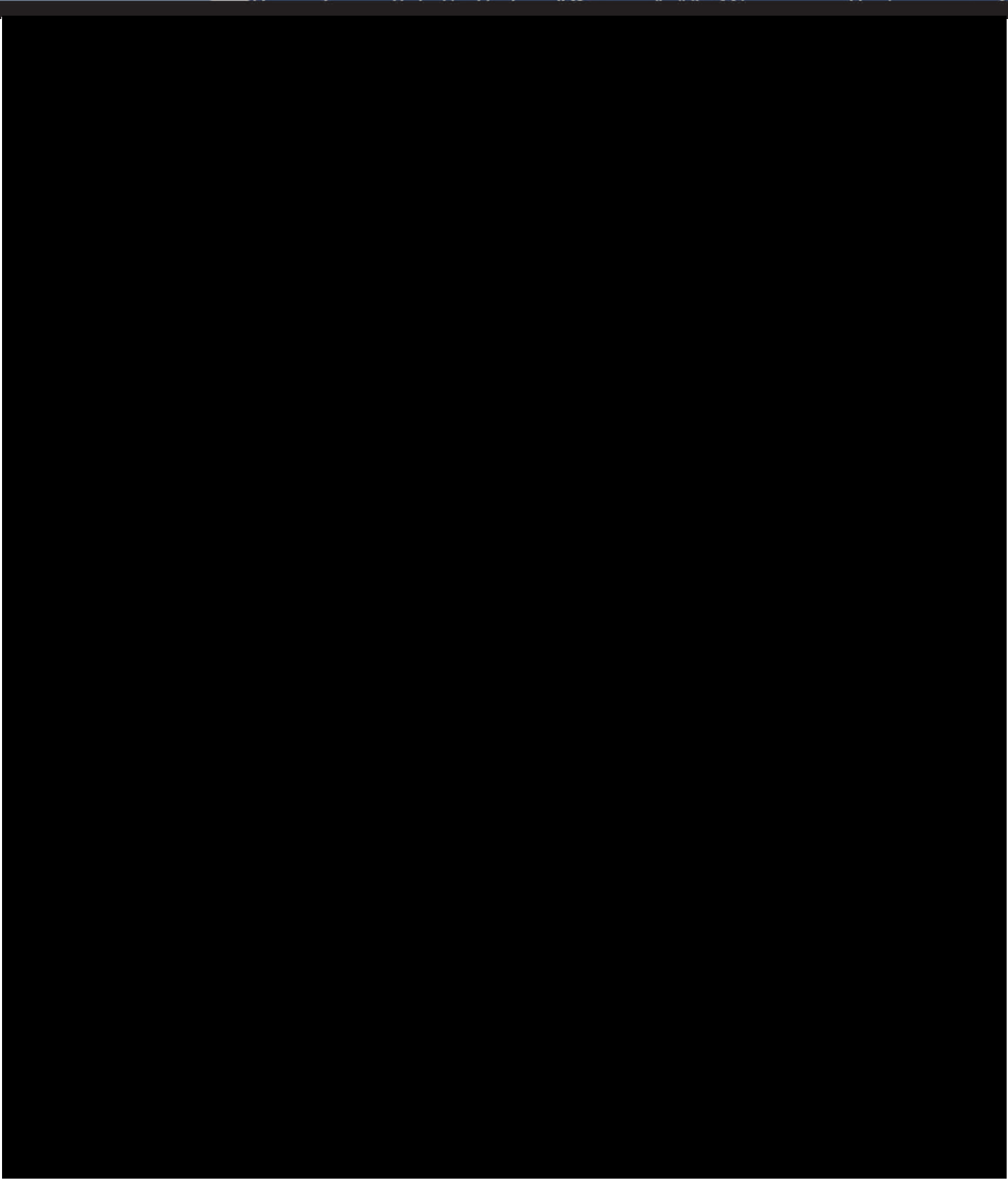


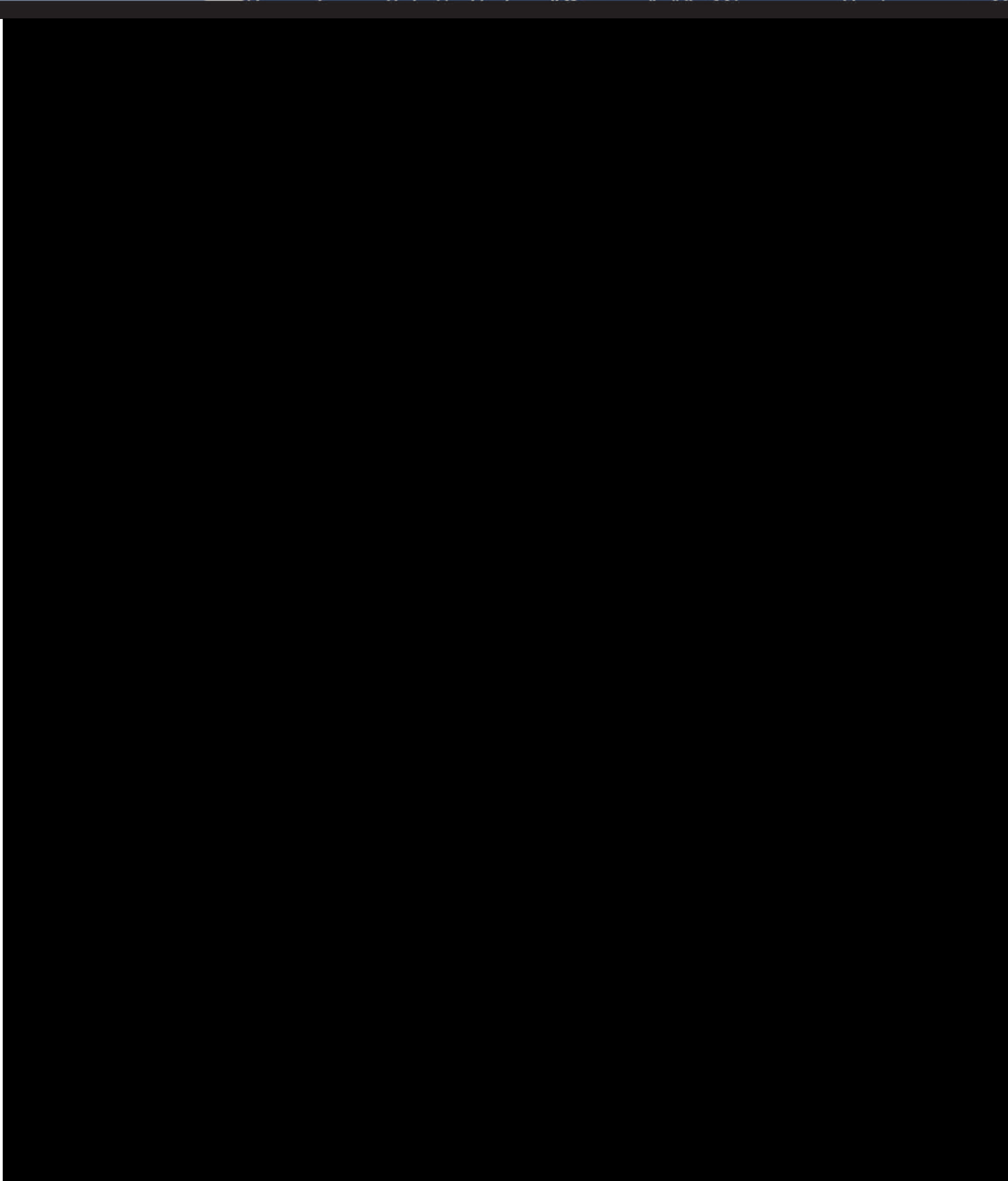




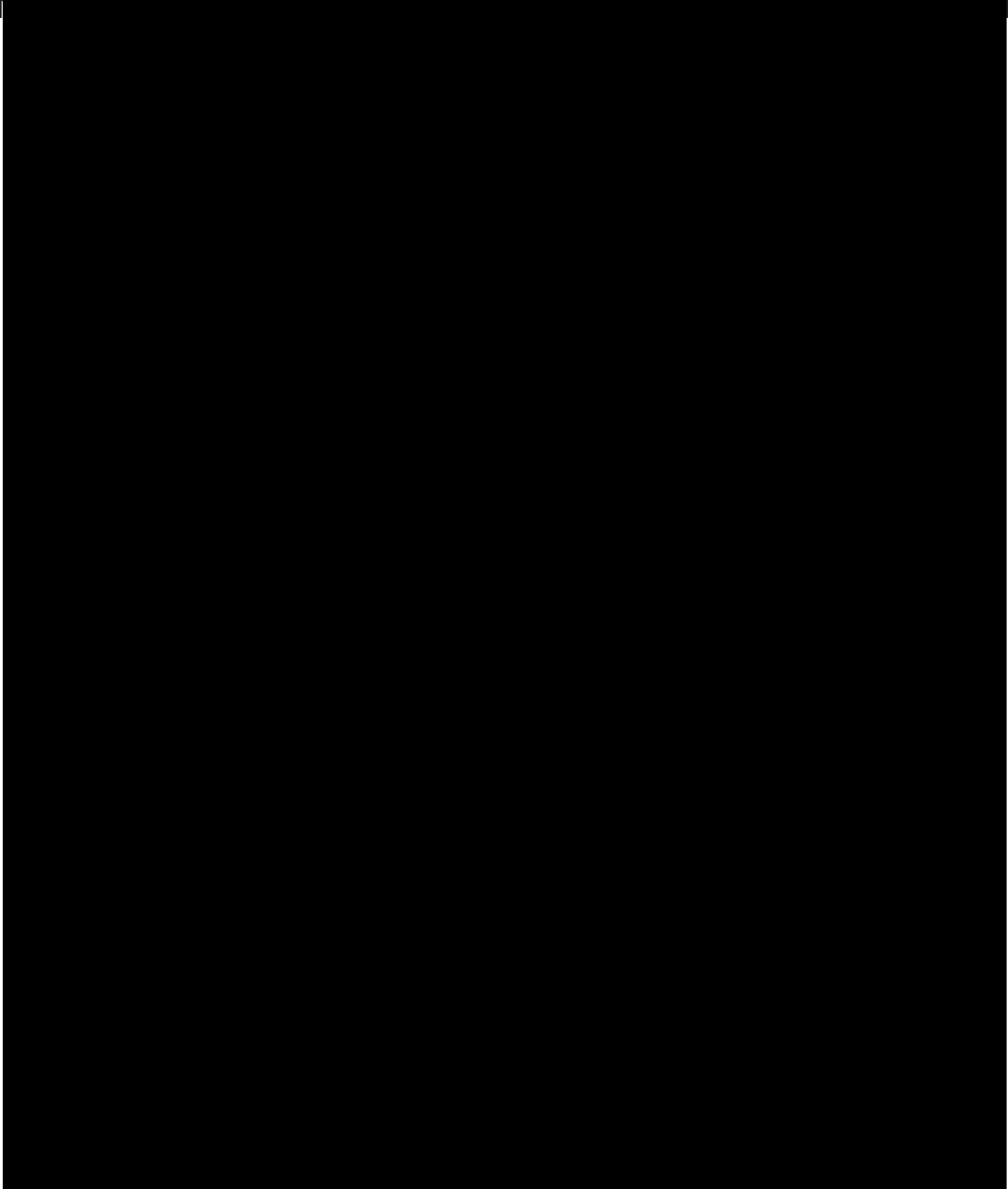


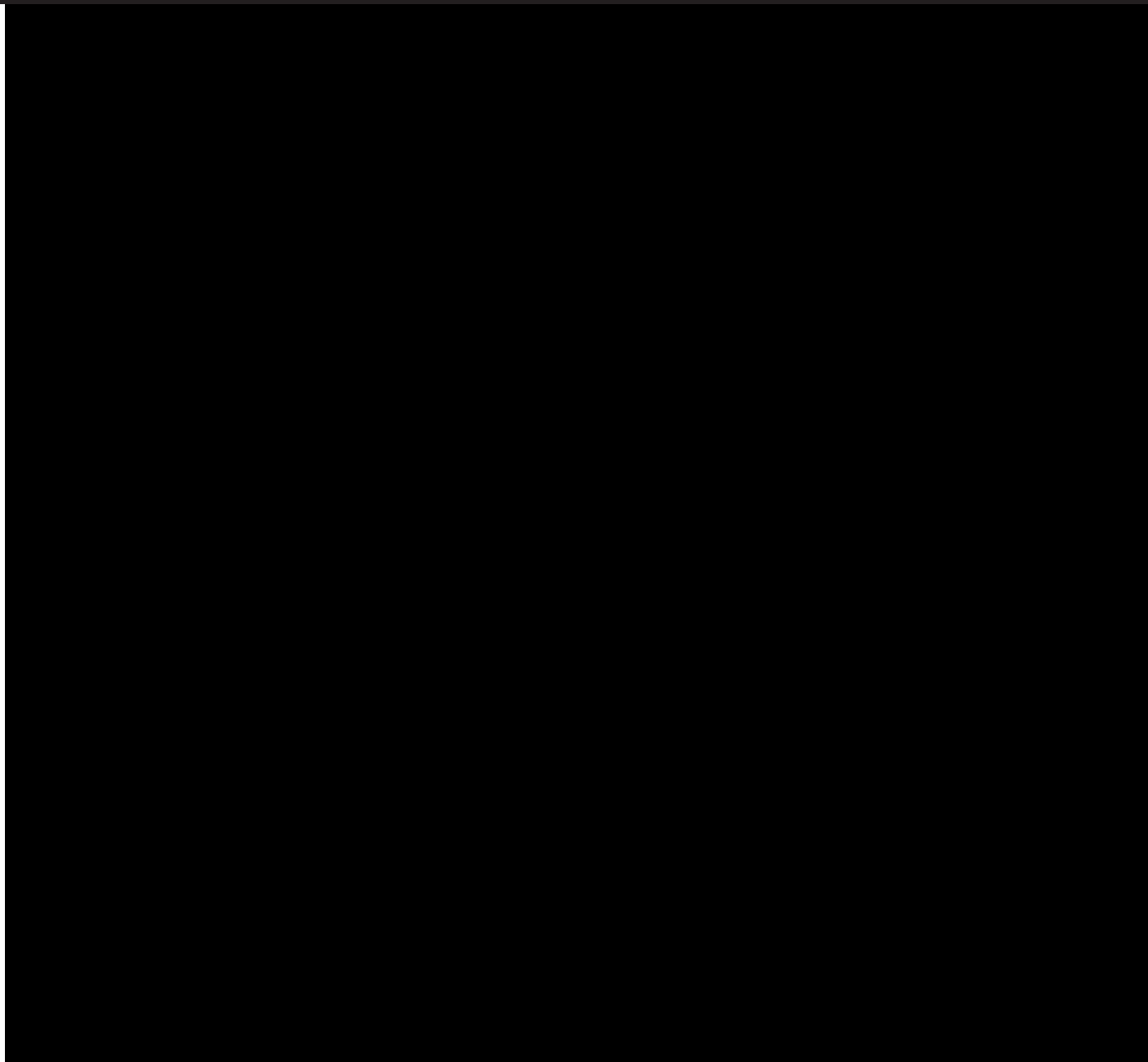


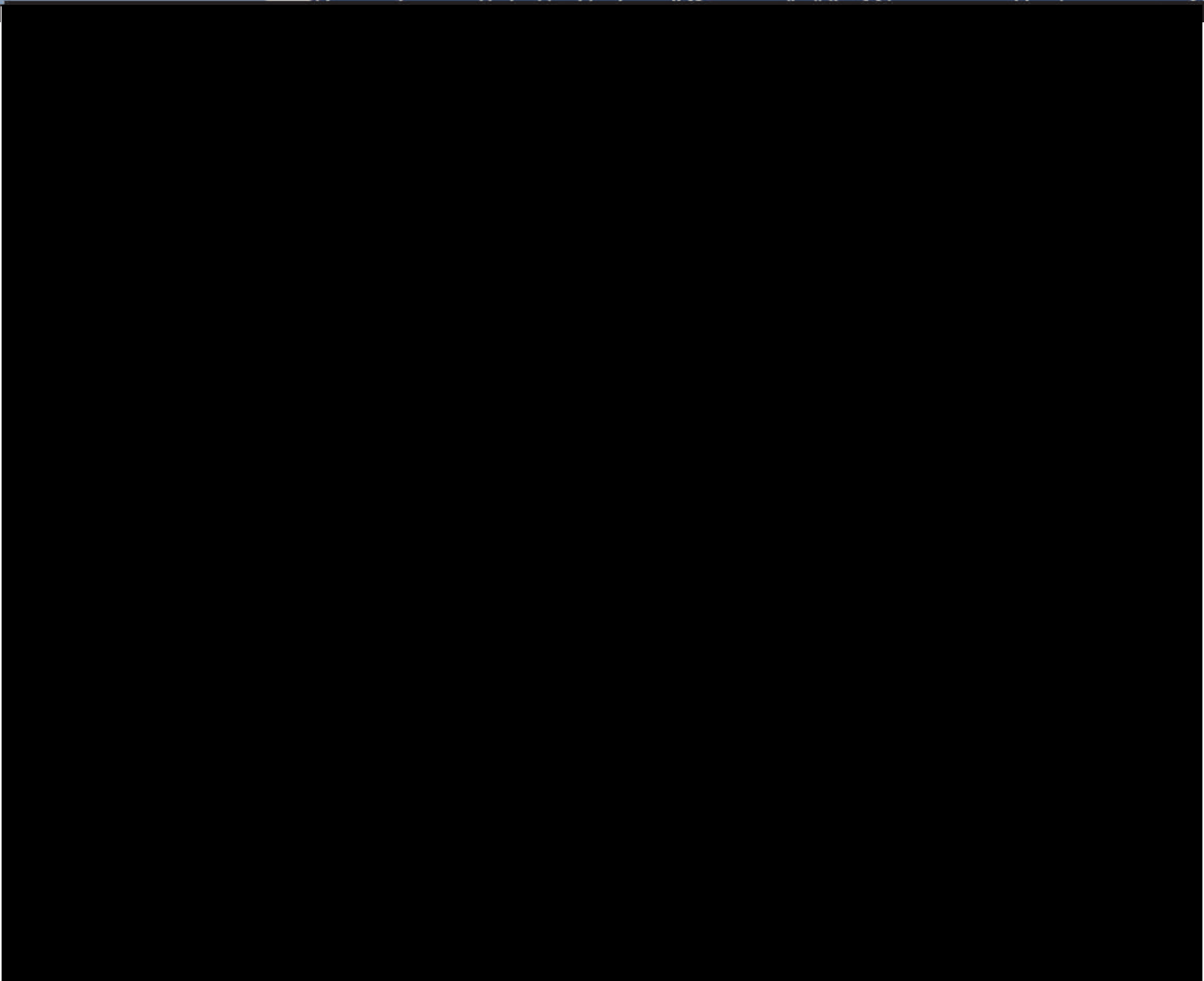


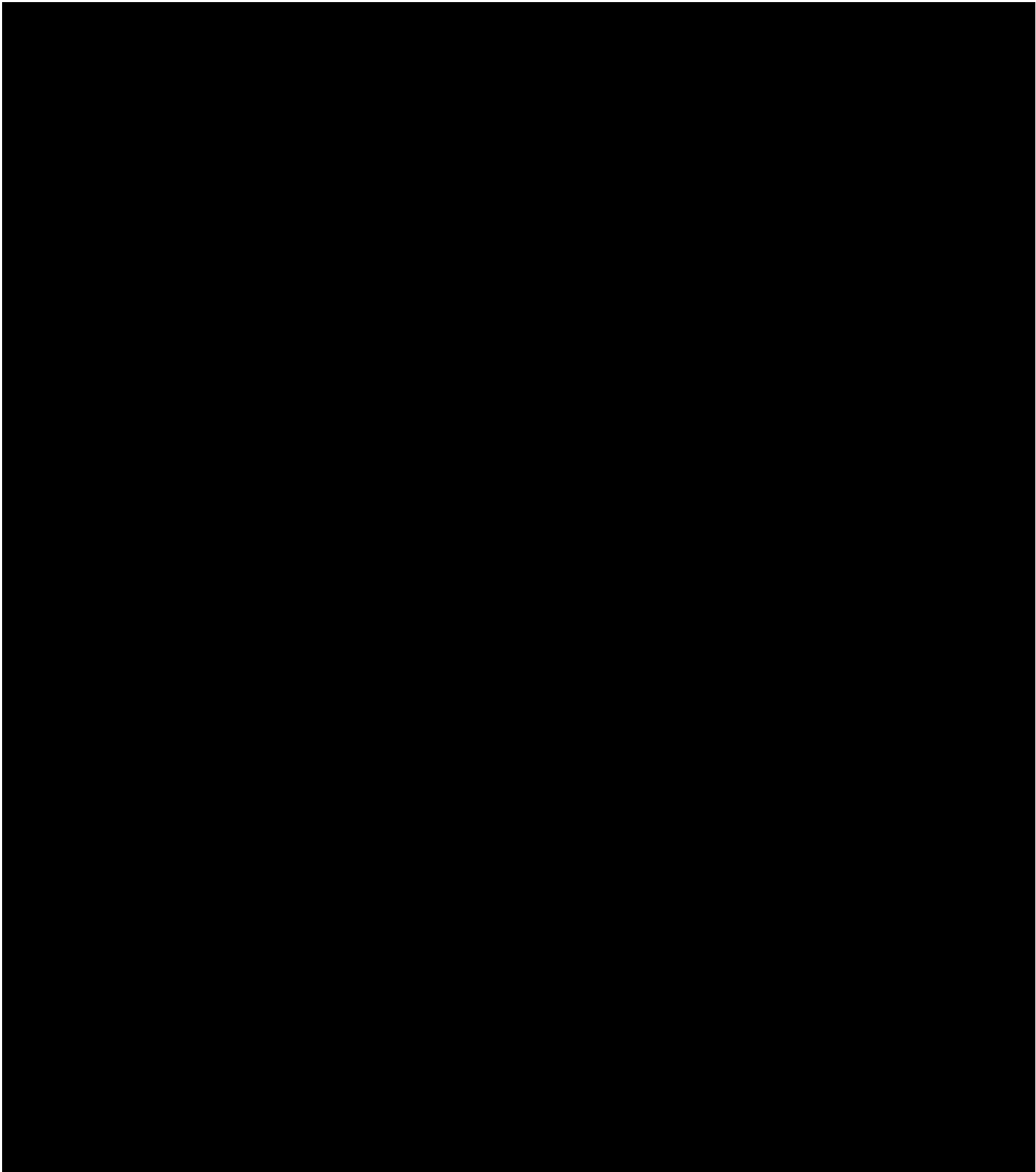


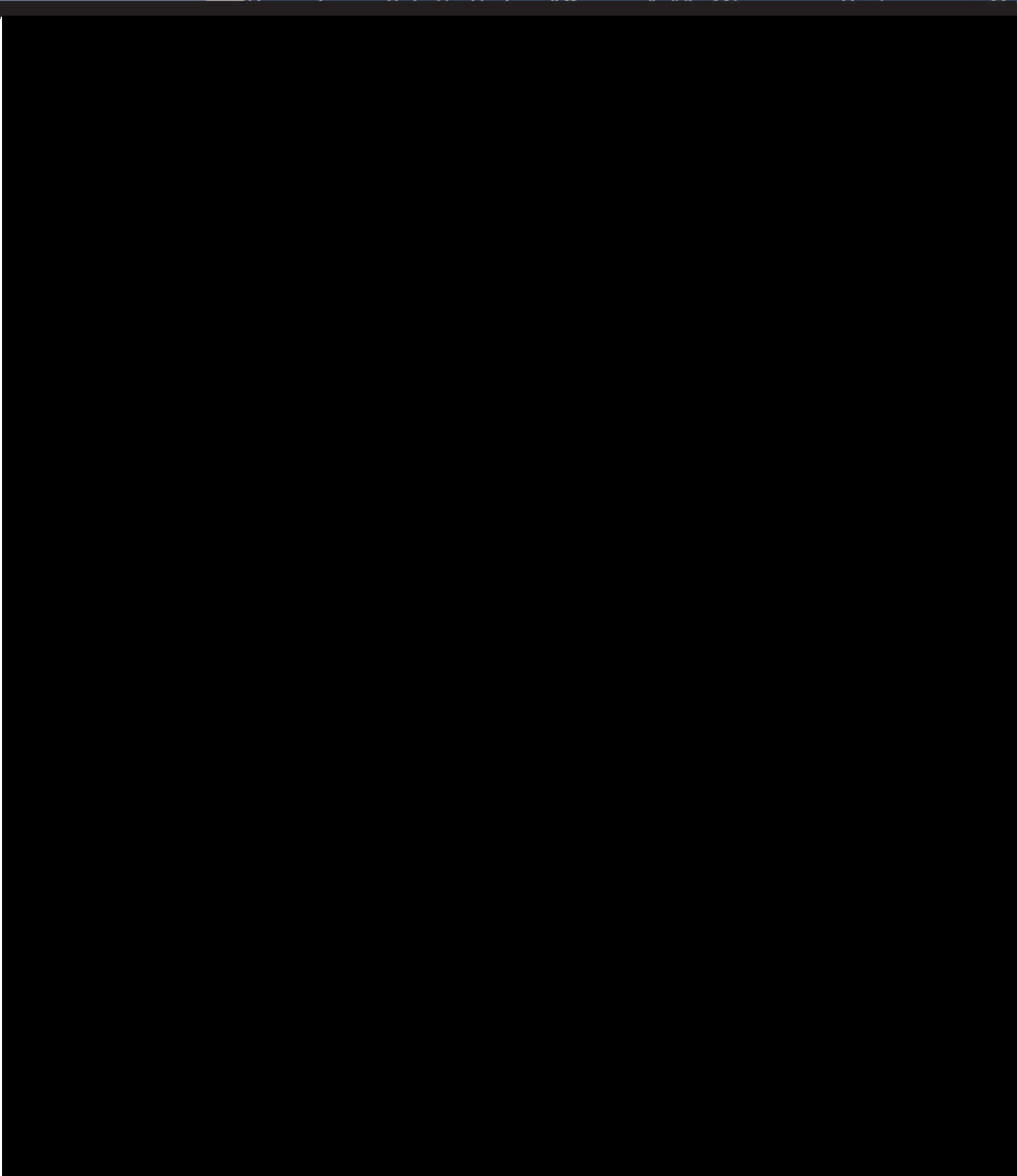


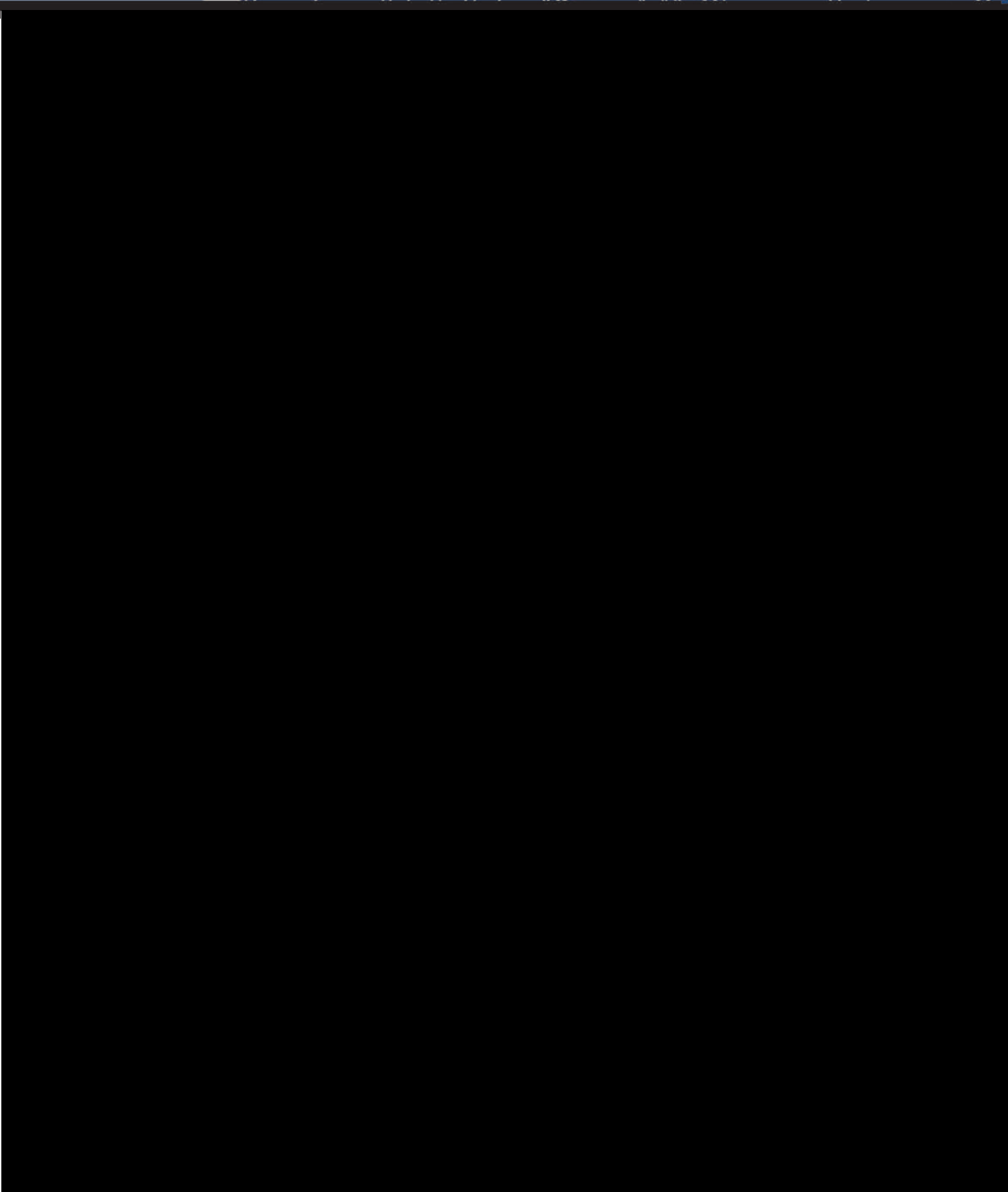


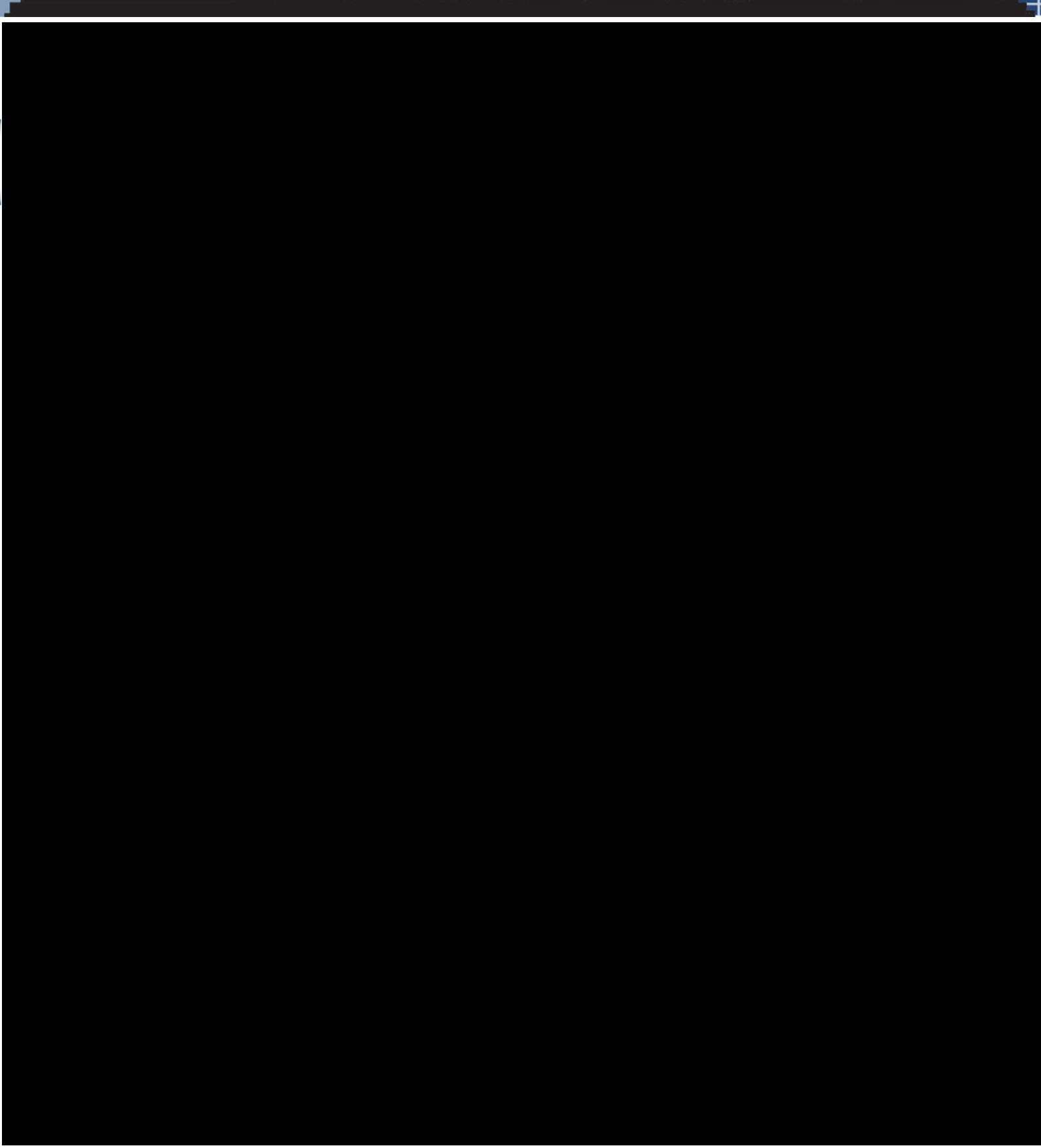






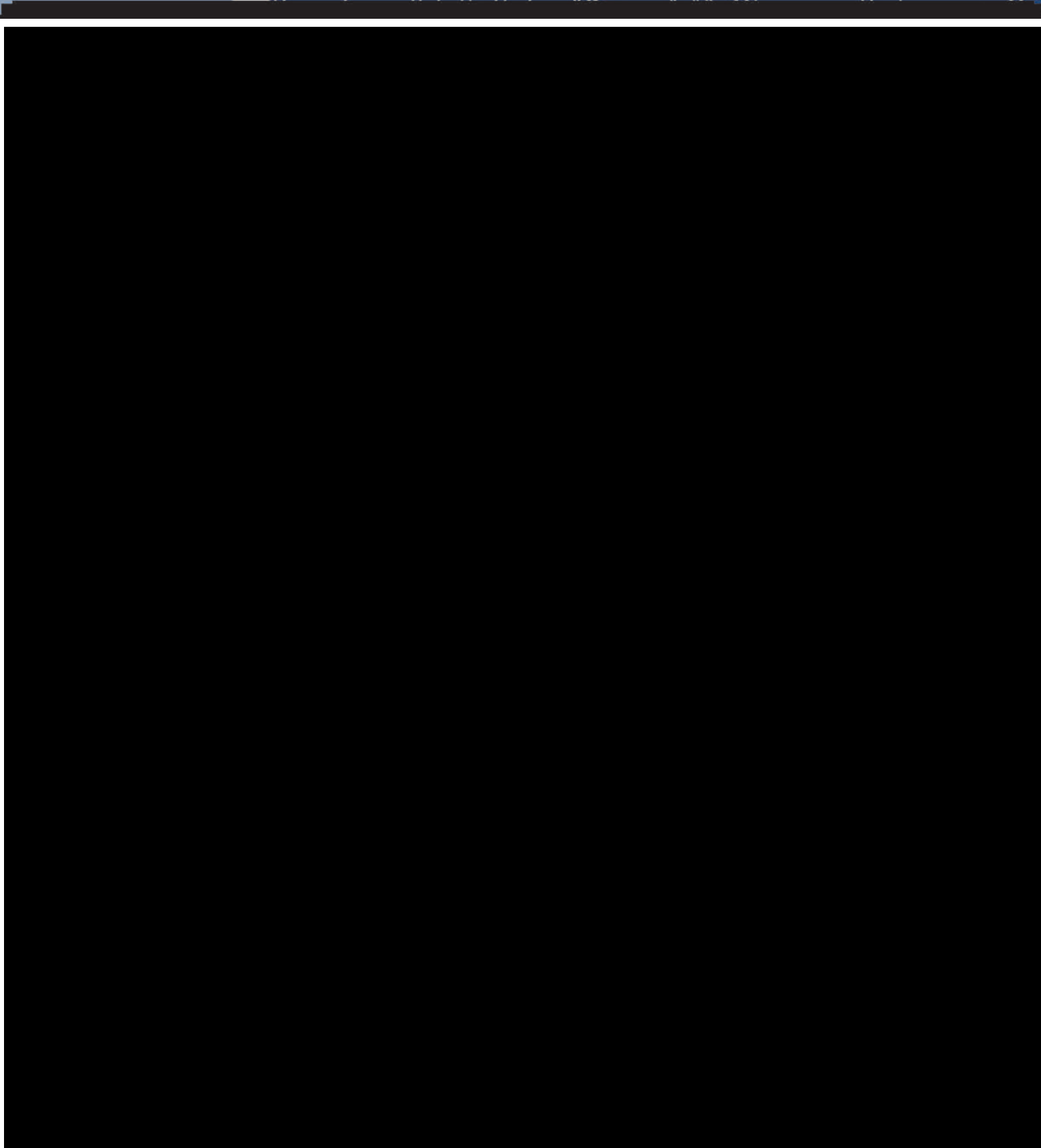


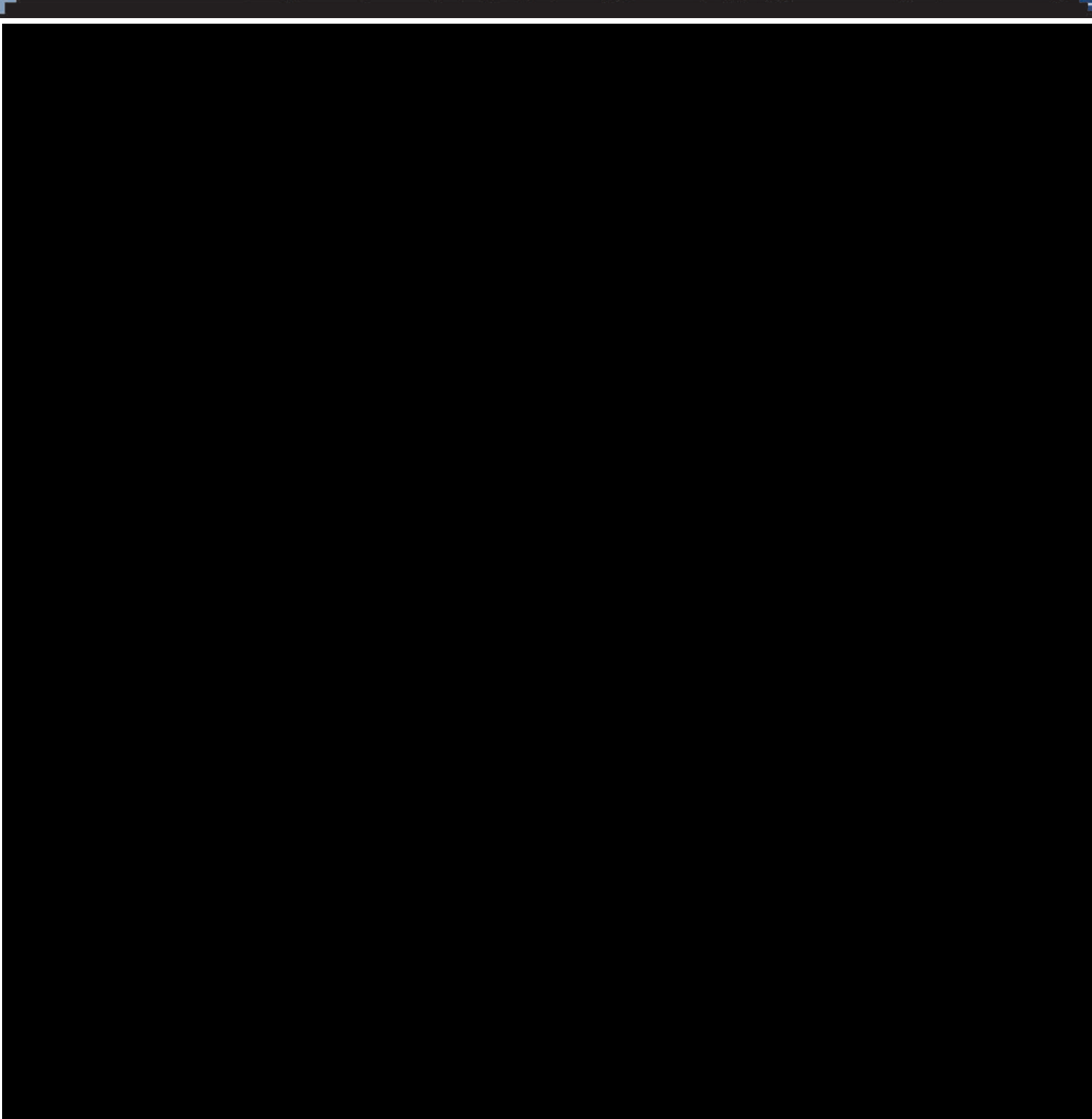


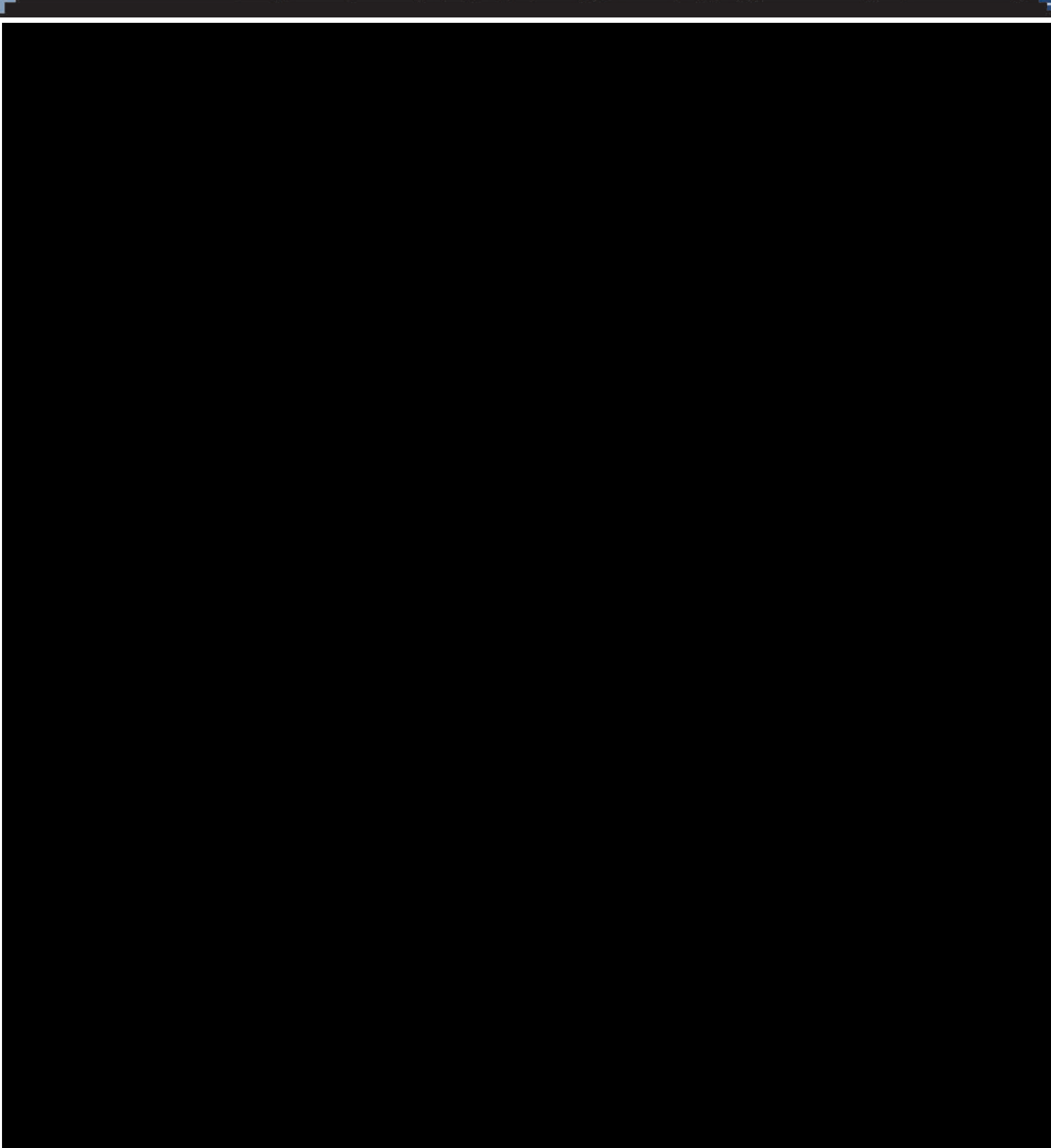


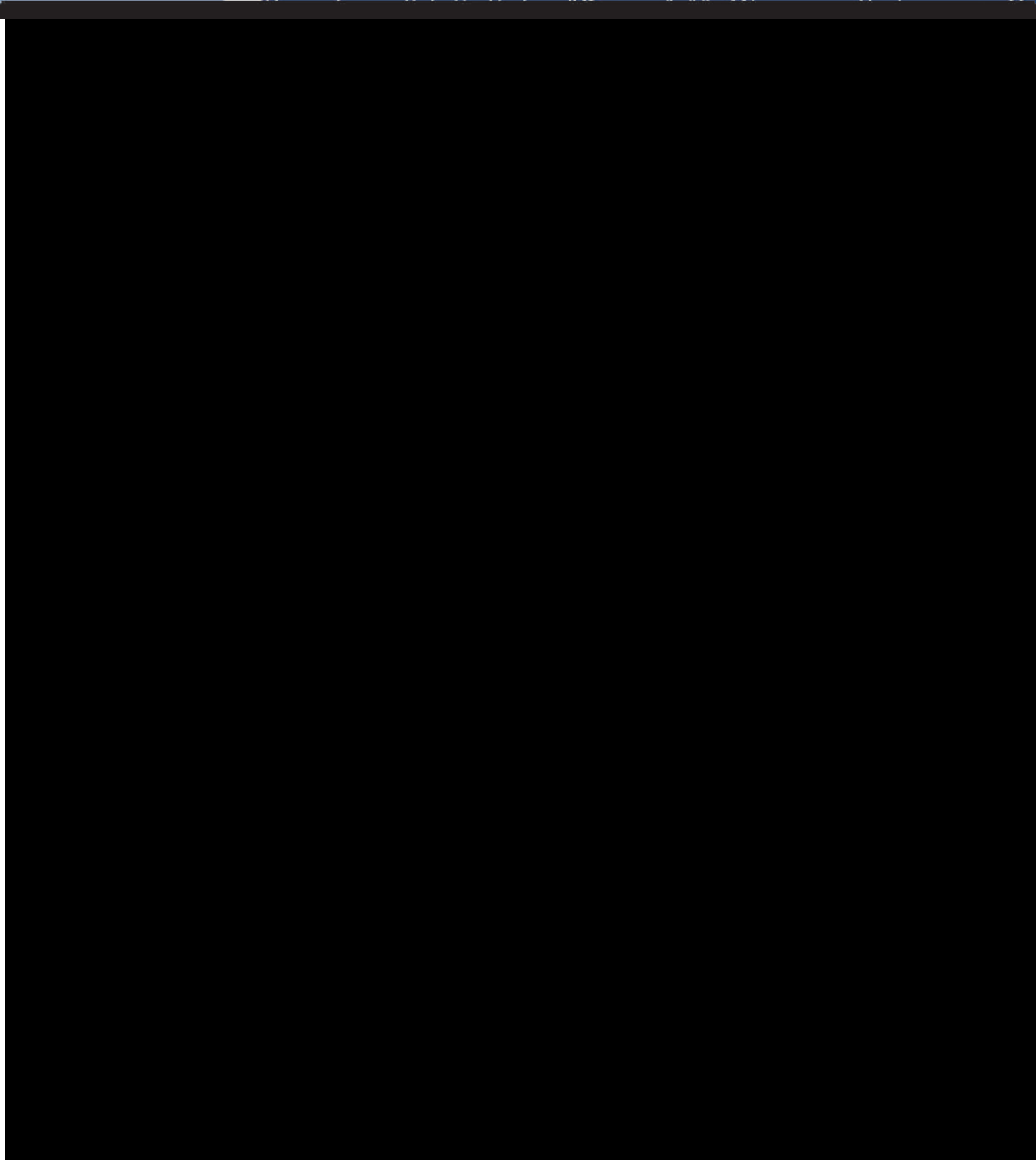


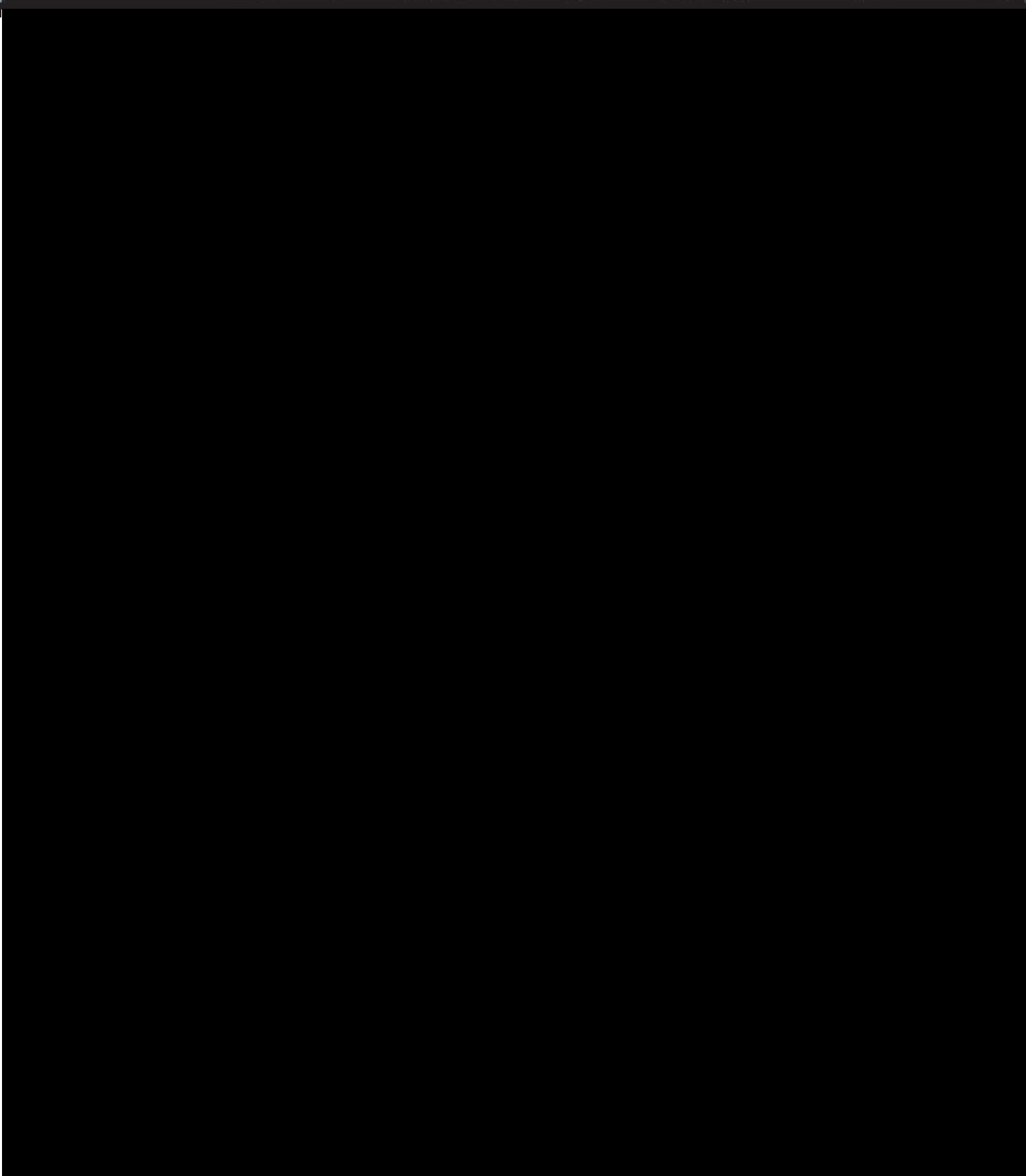


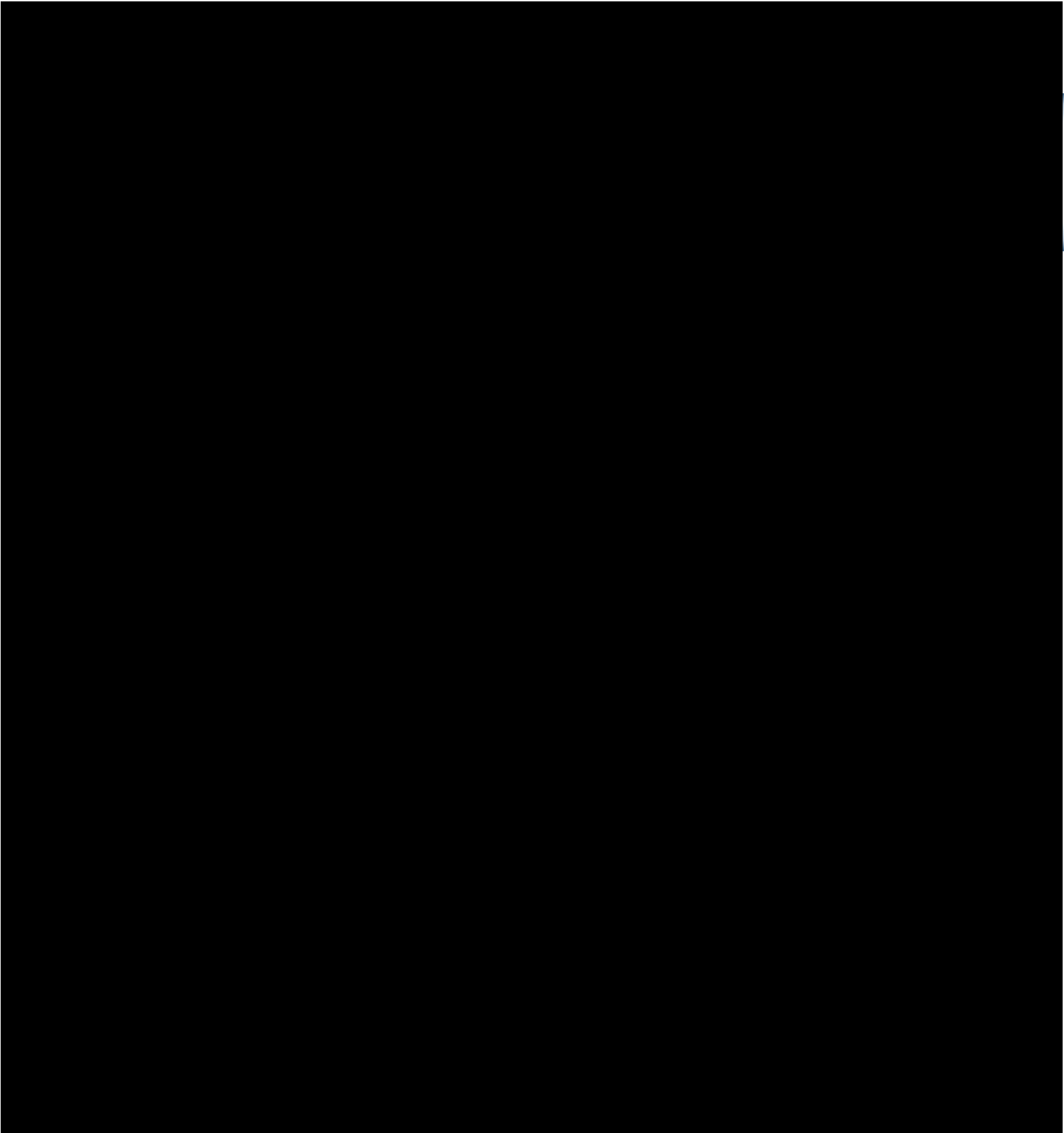


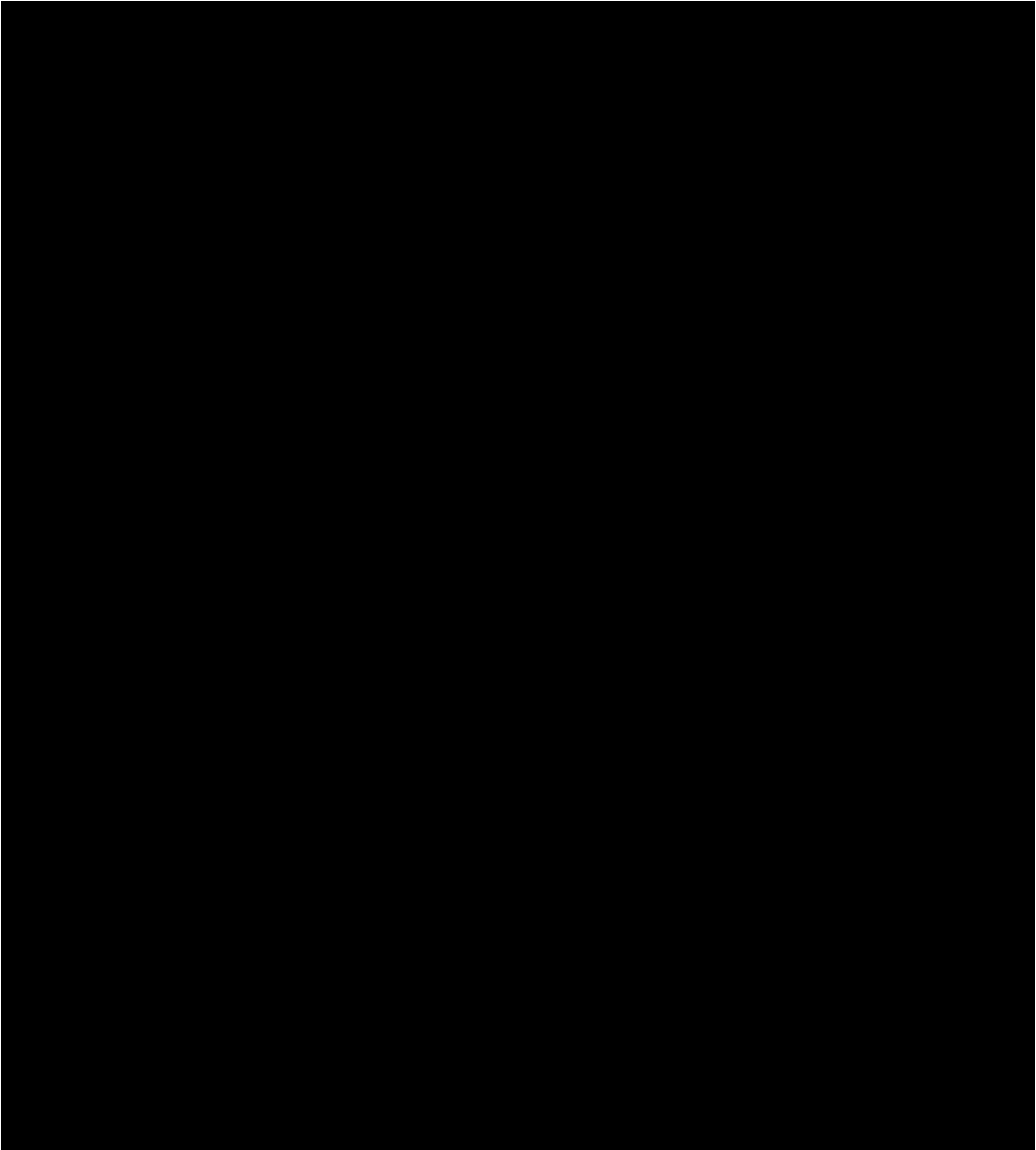


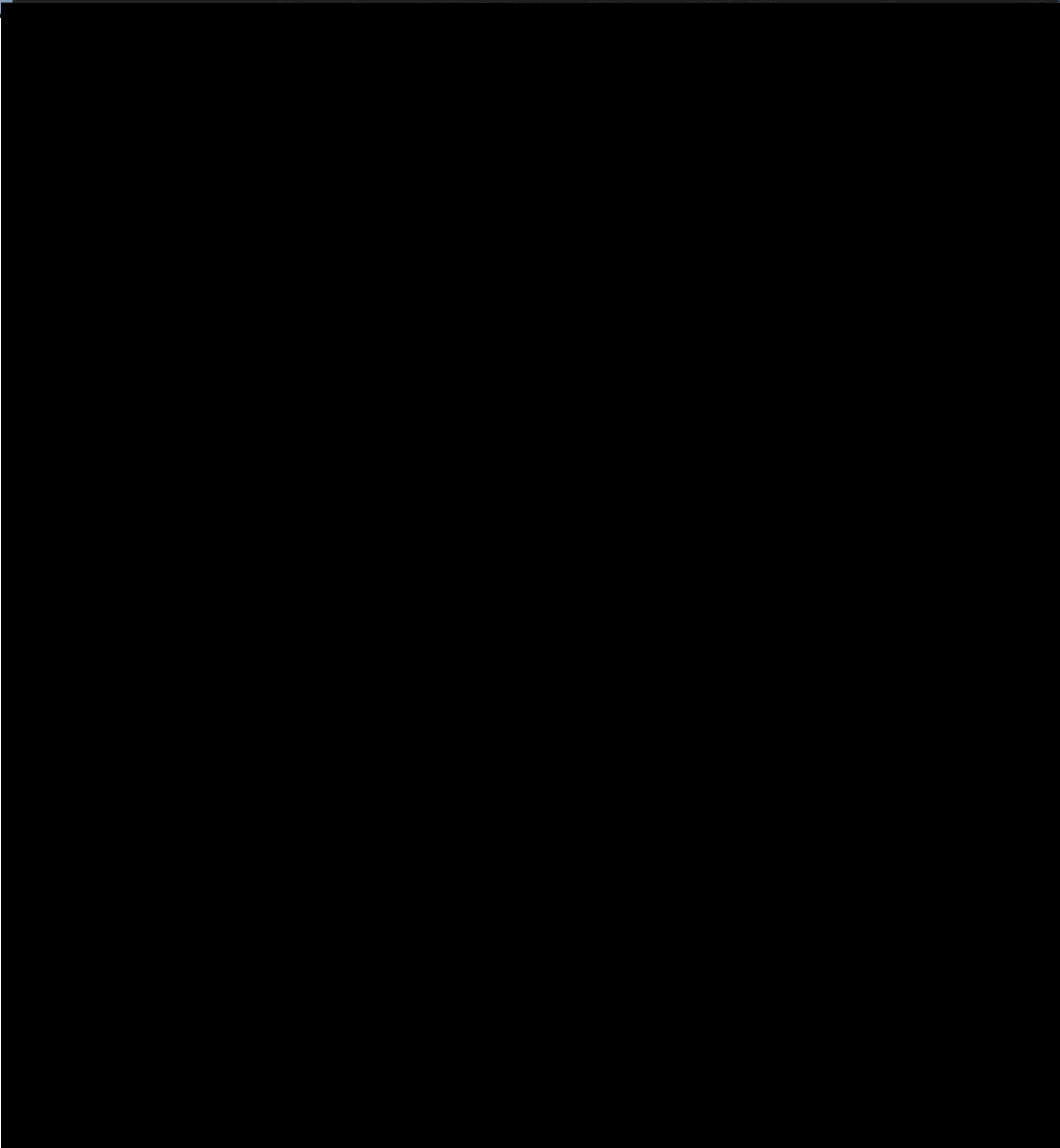




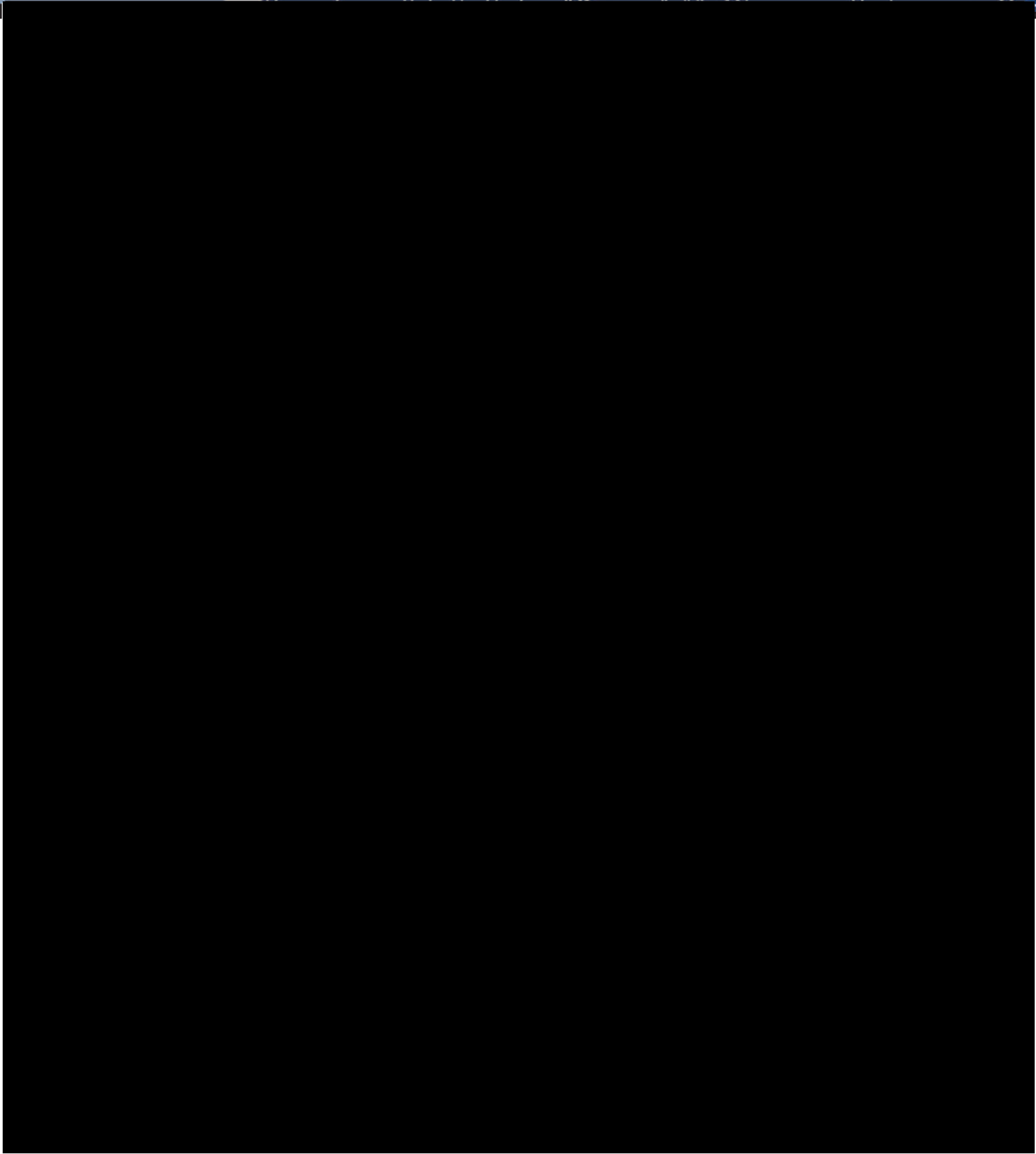


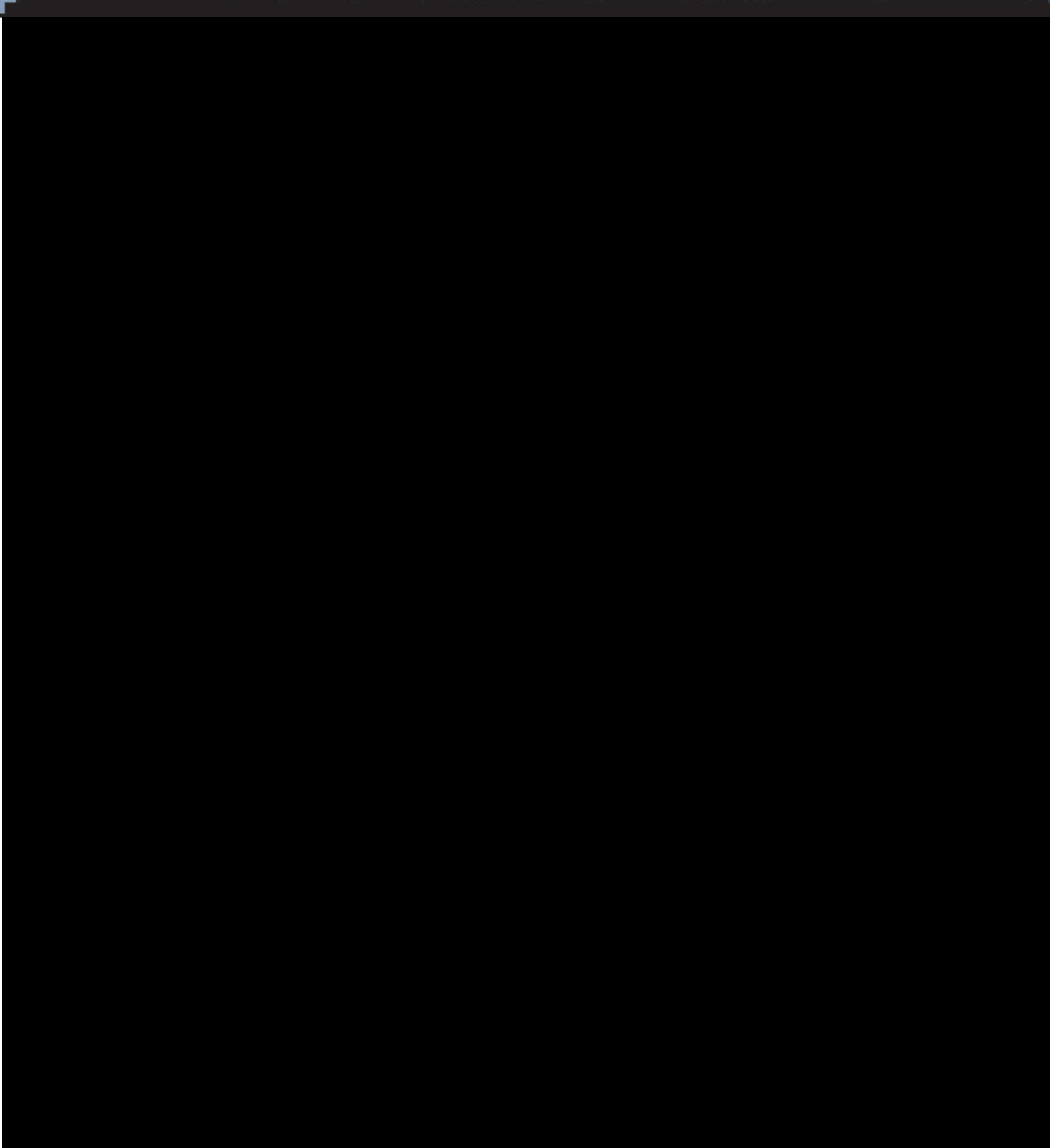


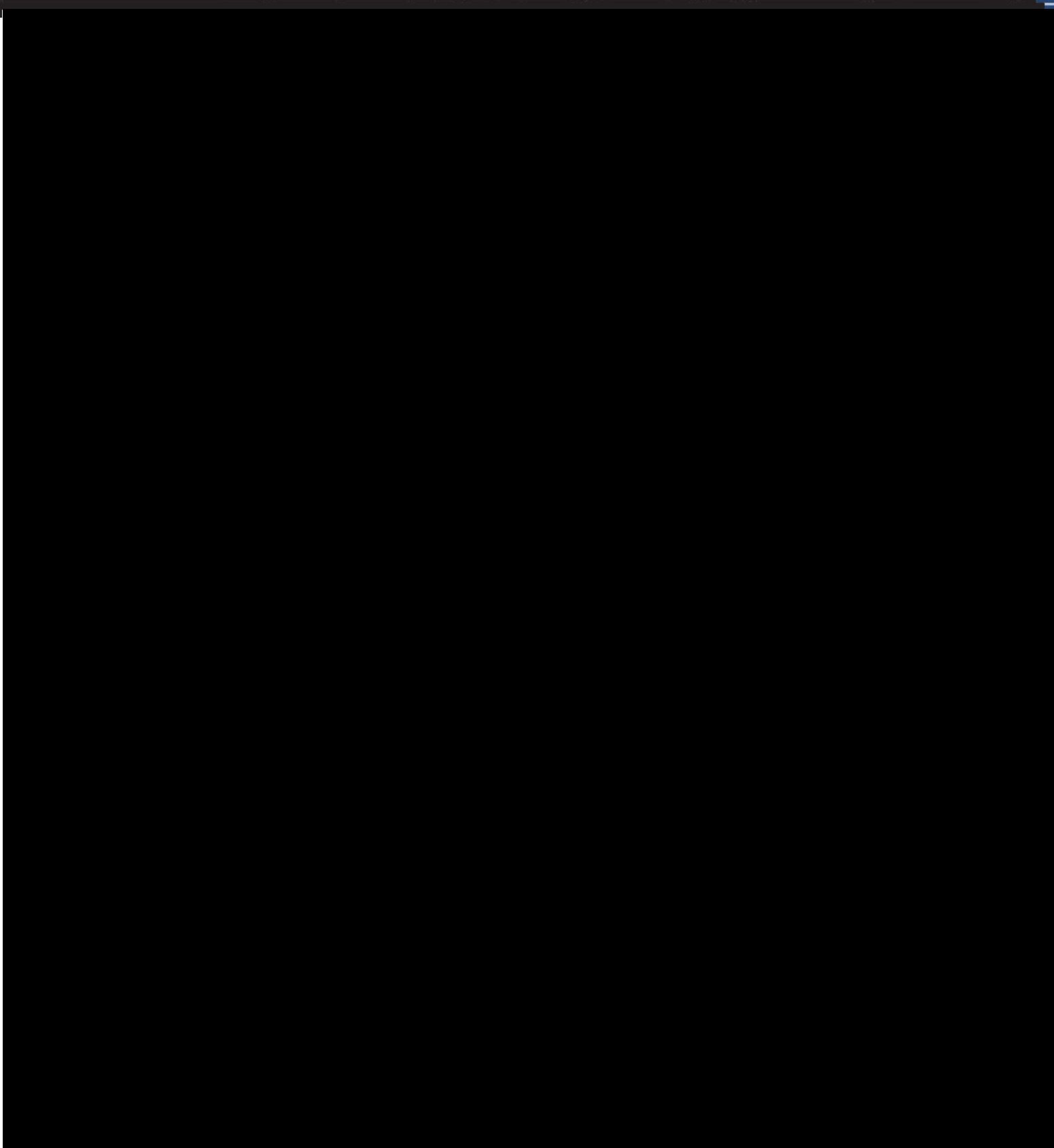












## Résumés and Bios

The HGA Team is offering a staff that far exceeds the experience and qualifications for the requested positions. We have provided an organizational chart in Figure 5 on the following page that includes both the primary and secondary personnel requested in the RFP. We have also provided two sample resumes for As-Needed Project Managers to illustrate the types of resources that will be available to NCORR if needed.

Jack Hunt will serve as the designated Project Manager for HGA, a role he has filled for the past three years. Mr. Hunt is authorized to address any contract-related issues and will ensure performance of the HGA Team. He will also serve as the point of contact for engaging any as-needed services. HGA understands that Mr. Hunt's services are not billable to NCORR.

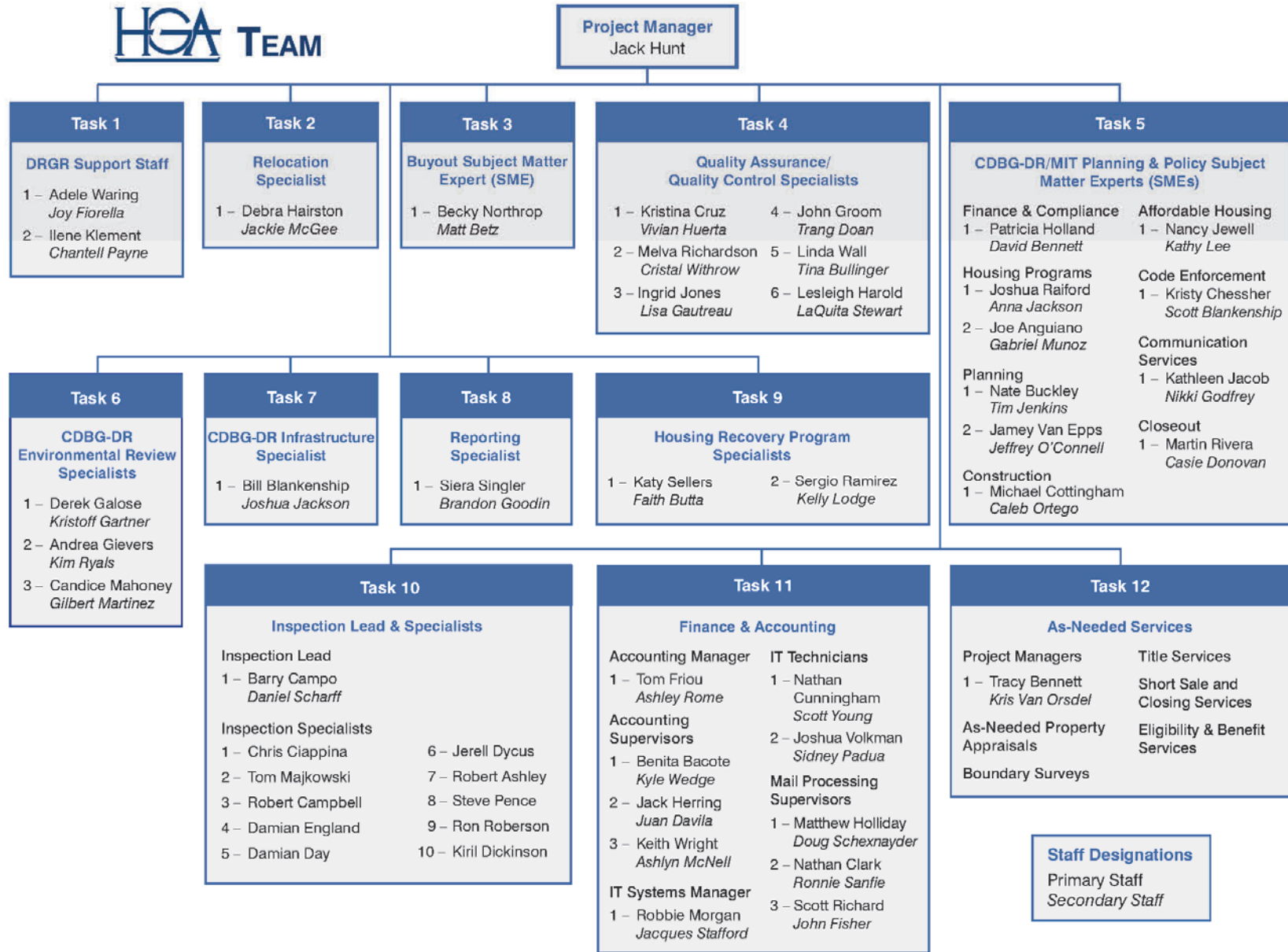


FIGURE 5: PROJECT ORGANIZATIONAL CHART. *The HGA Team has identified the personnel assigned to the project, the project’s organizational structure, and each person’s area of responsibility. Names in italics represent Secondary résumés.*

The HGA Team has experienced personnel ready to continue and expand our work helping NCORR and the state of North Carolina. Many of the proposed staff are already providing staff augmentation support in NCORR's offices; they are intimately familiar with NCORR's recovery goals and have formed effective working relationships with the State staff leading the programs. Our proposed staff are already employed by the HGA Team member companies, or have committed to work on this project. We have provided **detailed résumés with bios** on the following pages; each résumé also confirms that the proposed person has **met the minimum requirements** for their position. We have listed the staff and positions for which we have provided résumés below.

#### **Task 1**

Adele Waring, DRGR System Support Staff (1), Primary  
*Joy Fiorella, DRGR System Support Staff, Secondary*  
Ilene Klement, DRGR System Support Staff (2), Primary  
*Chantell Payne, DRGR System Support Staff, Secondary*

#### **Task 2**

Debra Hairston, Relocation Specialist (1), Primary  
*Jackie McGee, Relocation Specialist, Secondary*

#### **Task 3**

Rebecca Northrop, Buyout Subject Matter Expert (1), Primary  
*Matt Betz, Buyout Subject Matter Expert (1), Secondary*

#### **Task 4**

Kristina Cruz, Quality Assurance/Quality Control Specialist (1), Primary  
*Vivian Huerta, Quality Assurance/Quality Control Specialist, Secondary*  
Melva Richardson, Quality Assurance/Quality Control Specialist (2), Primary  
*Cristal Withrow, Quality Assurance/Quality Control Specialist, Secondary*  
Ingrid Jones, Quality Assurance/Quality Control Specialist (3), Primary  
*Lisa Gautreau, Quality Assurance/Quality Control Specialist, Secondary*  
John Groom, Quality Assurance/Quality Control Specialist (4), Primary  
*Trang Doan, Quality Assurance/Quality Control Specialist, Secondary*

Linda Wall, Quality Assurance/Quality Control Specialist (5), Primary  
*Tina Bullinger, Quality Assurance/Quality Control Specialist, Secondary*  
Lesleigh Harold, Quality Assurance/Quality Control Specialist (6), Primary  
*Laquita Stewart, Quality Assurance/Quality Control Specialist, Secondary*

**Task 5.a**

Patricia Holland, Finance and Compliance SME (1), Primary  
*David Bennett, Finance and Compliance SME, Secondary*

**Task 5.b**

Josh Raiford, Housing Programs Subject Matter Expert (1), Primary  
*Anna Jackson, Housing Programs Subject Matter Expert, Secondary*  
Joe Anguiano, Housing Programs Subject Matter Expert (2), Primary  
*Gabriel Munoz, Housing Programs Subject Matter Expert, Secondary*

**Task 5.c**

Nate Buckley, Planning Subject Matter Expert (1), Primary  
*Tim Jenkins, Planning Subject Matter Expert, Secondary*  
Jamey Van Epps, Planning Subject Matter Expert (2), Primary  
*Jeffrey O'Connell, Planning Subject Matter Expert, Secondary*

**Task 5.d**

Michael Cottingham, Construction Subject Matter Expert (1), Primary  
*Caleb Ortego, Construction Subject Matter Expert, Secondary*

**Task 5.e**

Nancy Jewell, Affordable Housing Subject Matter Expert (1), Primary  
*Kathy Lee, Affordable Housing Subject Matter Expert, Secondary*

**Task 5.f**

Kristy Chessher, Code Enforcement Subject Matter Expert (1), Primary  
*Scott Blankenship, Code Enforcement Subject Matter Expert, Secondary*



**Task 5.g**

Kathleen Jacob, Communications Services Subject Matter Expert (1), Primary  
*Nikki Godfrey, Communications Services Subject Matter Expert, Secondary*

**Task 5.h**

Martin Rivera, Closeout Subject Matter Expert (1), Primary  
*Casie Donovan, Closeout Subject Matter Expert, Secondary*

**Task 6**

Derek Galose, CDBG-DR Environmental Review Specialist (1), Primary  
*Kristoff Gartner, CDBG-DR Environmental Review Specialist, Secondary*  
Andrea Gievers, CDBG-DR Environmental Review Specialist (2), Primary  
*Kim Ryals, CDBG-DR Environmental Review Specialist, Secondary*  
Candice Mahoney, CDBG-DR Environmental Review Specialist (3), Primary  
*Gilbert Martinez, CDBG-DR Environmental Review Specialist, Secondary*

**Task 7**

Bill Blankenship, CDBG-DR Infrastructure Specialist (1), Primary  
*Joshua Jackson, CDBG-DR Infrastructure Specialist, Secondary*

**Task 8**

Siera Singler, Reporting Specialist (1), Primary  
*Brandon Goodin, Reporting Specialist, Secondary*

**Task 9**

Katy Sellers, Housing Recovery Program Specialist (1), Primary  
*Faith Butta, Housing Recovery Program Specialist, Secondary*  
Sergio Ramirez, Housing Recovery Program Specialist (2), Primary  
*Kelly Lodge, Housing Recovery Program Specialist, Secondary*

**Task 10.a**

Barry Campo, Inspection Lead (1), Primary  
*Daniel Scharff, Inspection Lead, Secondary*



**Task 10.b**

Christopher Ciappina, Inspection Specialist (1)

Tom Majkowski, Inspection Specialist (2)

Robert Campbell, Inspection Specialist (3)

Damian England, Inspection Specialist (4)

Damian Day, Inspection Specialist (5)

Jerell Dycus, Inspection Specialist (6)

Robert Ashley, Inspection Specialist (7)

Steve Pence, Inspection Specialist (8)

Ron Roberson, Inspection Specialist (9)

Kiril Dickson, Inspection Specialist (10)

**Task 11.a**

Tom Friou, Accounting Manager (1), Primary

*Ashley Rome, Accounting Manager (1), Secondary*

**Task 11.b**

Benita Bacote, Accounting Supervisor (1), Primary

*Kyle Wedge, Accounting Supervisor (1), Secondary*

Jack Herring, Accounting Supervisor (2), Primary

*Juan Davila, Accounting Supervisor (2), Secondary*

Keith Wright, Accounting Supervisor (3), Primary

*Ashlyn McNell, Accounting Supervisor (3), Secondary*

**Task 11.c**

Robbie Morgan, IT Systems Manager (1), Primary

*Jacques Stafford, IT Systems Manager (1), Secondary*

**Task 11.d**

Nathan Cunningham, IT Technician (1), Primary

*Scott Young, IT Technician (1), Secondary*

Joshua Volkman, IT Technician (2), Primary

*Sidney Padua, IT Technician (2), Secondary*

**Task 11.e**

Matthew Holliday, Mail Processing Supervisor (1), Primary

*Doug Schexnayder, Mail Processing Supervisor (1), Secondary*

**Task 11.f**

Nathan Clark, Mail Processing Technician (1), Primary

*Ronnie Sanfie, Mail Processing Technician (1), Secondary*

Scott Richard, Mail Processing Technician (2), Primary

*John Fisher, Mail Processing Technician (2), Secondary*

**Task 12.a**

Tracy Bennett, As-Needed Project Manager, Primary

*Kris Van Orsdel, As-Needed Project Manager, Secondary*



### Meets Position Requirements

- ✓ Minimum of three years of direct experience in DRGR management and CDBG-DR financial management.
- ✓ Demonstrated expertise in DRGR Action Plan development.
- ✓ Experience in producing Quarterly Performance Reports.

### 9 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ HUD Disaster Recovery Grant Reporting (DRGR) System
- ▶ Financial Management
- ▶ Training

#### EDUCATION

- ▶ B.B.A., Business Administration, Angelo State University, San Angelo, TX, 1971
- ▶ Coursework, University of Texas, Austin, TX

#### CERTIFICATIONS

- ▶ Louisiana Reciprocal Broker’s License, 2005
- ▶ Colorado Real Estate Broker’s License, current since 1999
- ▶ Texas Real Estate Broker’s License, current since 1977

#### AFFILIATIONS

- ▶ National Association of Realtors
- ▶ Texas Association of Realtors
- ▶ Austin Board of Realtors
- ▶ Colorado Association of Realtors

### Bio Highlights

- Currently serving as a Disaster Recovery Grant Reporting System (DRGR) Specialist supporting NCORR in Action Plan and Quarterly Performance Review (QPR) reviews and submittals in the DRGR, as well as reporting for Section 3 and the Federal Funding Accountability and Transparency Act (FFATA).
- Served for five years as the primary administrator for HUD’s DRGR reporting for the Texas General Land Office (GLO).
- Responsible for comprehensive reporting of all federal, state, and local funding for the State of Texas for seven years under both the private and public sectors.
- Skilled in quarterly reporting to HUD on CDBG-DR grants, funding, utilization, and expenditures directly through DRGR.
- Has extensive knowledge and execution experience in state and federal contracts, development of funding vehicles, and implementation of training, research, planning, policy, and program administration of multiple contracts.
- Develops strategies for negotiating among federal, state, and local government agencies in order to effectively assess and distribute disaster relief aid and maintains all records in audit-ready status.

### Relevant Experience

#### DRGR Support Staff, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation for HUD CDBG-DR/-MIT—HGA, Raleigh, NC, May 2019–present

- Responsible for preparing active grant reporting on Action Plan and QPR submissions in DRGR each quarter.
- Provides the North Carolina Department of Public Safety’s Fiscal Team with assistance in processing voucher adjustments and submittals and approvals of vouchers in DRGR.



- Created a process for reconciliation of DRGR, Salesforce, and the North Carolina Accounting System (NCAS).
- Registered and coordinated Section 3 and FFATA reporting for NCORR.
- Runs DRGR reports for NCORR reporting staff to help track weekly/monthly grant disbursements.
- Developed the FFATA Subaward Reporting System (FSRS), the FFATA and Section 3 reporting work processes, and standard operating procedures (SOPs) for NCORR.

### **DRGR Coordinator, Texas General Land Office (GLO), Community Development and Revitalization, Austin, TX, January 2012–2017**

- Managed all program aspects of disaster recovery grants received from federal awarding agencies as a result of hurricanes, wildfires, floods, and other disasters. Ensured compliance with all federal regulations in efforts to assist with housing, infrastructure, and economic development.
- Responsible for financial reporting for grantee contracts totaling approximately \$4.4 billion across five State of Texas–awarded CDBG grants.
- Tracked performance for infrastructure and housing rehabilitation projects, including vendor agreements, work orders, and environmental reviews. This facilitated cooperation between disaster recovery infrastructure and housing program teams for the State of Texas, helping them to manage TX GLO quarterly CDBG-DR grant reporting and to maintain compliance with HUD requirements and reporting guidelines.
- Trained staff in use of the DRGR system.

### **Program Analyst V and Contract Technician, Texas Department of Rural Affairs (TDRA), Texas Disaster Recovery Program—HNTB, Austin, TX, February 2011–January 2012**

- Performed contract tracking of grants awarded by the State of Texas using the Oracle-based Contract Tracking System (CTS) established to record progress on TDRA disaster grant applications and contract awards.
- Coordinated draw requests, which required strong customer service skills and attention to detail to resolve issues revolving around billing and draw requests.

## **Employment**

- HGA, May 2019–present
- Texas General Land Office (GLO), January 2012–2017
- HNTB, Urban Solutions, Austin, TX, February 2011–January 2012



## Meets Position Requirements

- ✓ Minimum of three years direct experience in DRGR management and/or CDBG-DR financial management
- ✓ Demonstrated expertise in DRGR Action Plan development
- ✓ Experience in producing Quarterly Performance Reports, or a combination of skills and experience

## 14 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ HUD Disaster Recovery Grant Reporting System (DRGR)
- ▶ Financial Management
- ▶ Training
- ▶ Data management
- ▶ Document Management

### EDUCATION

- ▶ Associates Degree Business Administration, Delgado Community College, 2005
- ▶ Coursework, Louisiana State university, 1985 – 1987

## Bio Highlights

- Understanding of Land and Property ownership such as Mortgages, Bond for Deeds, Title search, Succession, Usufruct, et al and ability to find the required documentations to prove ownership.
- Experience with CAD, Construction Management, Elevation, preparing Closing documentation and the required documentation needed for submission of approval and funding
- Completed 90% of applications within 2 years for victims of Hurricane Irma
- Promoted within 6 weeks to assist General Manager in opening and train Case Managers
- Managed Centers on weekly quotas in the Top 3

## Relevant Experience

### Administrative Support, NCORR, Hope Rental Assistance, HGA, Baton Rouge, LA, August 2020 – present

- Assist in changes requested/needed applications in Salesforce.
- Maintain records of applicants for processing of funding and auditing.
- Completed reviews for eligibility of funds.
- Complete daily requested submitted by Case management and/or Supervisors as required.
- Assist Program Manager with projects as needed.

### Housing Assistance Center Manager, Hurricane Irma, Rebuild Florida Program, IEM, Tallahassee, FL, September 2018 – September 2020

- Trained a staff of 9 case managers and 1 administrator to assist applicants in supplying the required documentation needed for repairs, reconstruction, or replacement of storm damaged homes this including Single family dwelling, multi-unit complex and mobile homes.
- Trained staff to navigate Salesforce application program.



- Completed closings with applicants once awarded.
- Centers weekly quotas always within the Top 3.
- Completed 90% of applications within 2 years.

### **Case Manager III, Louisiana Office of Community Development, Restore LA, IEM, May 2017 – 2018**

- Case manager for eligibility and determination of CDBG-DR funding for The Restore LA program.
- Assisted in Closing of funds to eligible grant recipients.
- Opening team and build out of center and program for assistance to the March and August 2016 flooding of the Florida Parishes in Louisiana.
- Assisted applicants through entire process of reimbursement of repairs, reconstruction and or replacement of damaged home with CDBG-DR funding.
- Train Case managers in assisting homeowners with applying for the funding needed to rebuild their homes form flood damages.
- Assisted Team Title on closing days to help and witness closings required by Federal law.
- Promoted to Center manager for the Rebuild Florida for Central Florida (Orange County and surrounding counties).

### **Eligibility & Determination Specialist, LA Road Home Program, Hammerman & Gainer, Inc., 2008 - 2015**

- Reviewed and performed audits on eligible applications for CDBG-DR grant funding for The LA Road Home program.
- Reviewed and audited for determination of additional grant funding and individual mitigation funds and completed compliance and monitoring of applicants that received funding.
- ACG (Additional Compensation Grants), HMGP, IMM and CDBG-DR processor for homeowners affected by Hurricanes Katrina and Rita.
- Completed review and documents of approved applicants for Grant funding as required by government program and Closing Company (Team Title).
- Advised and assisted applicants through the entire program from initial grant funding to compliance and monitoring.
- Elevation requirement knowledgeable and able to read elevation certificates with ease.
- Input pertinent data and analyzed for submission to Office of Community Development to approve for eligibility.
- Assisted in building out and input of data to thousands of applicant's information to Metastorm program for compliance and monitoring of post-closing required documents and covenants.
- Case management to applicants to applicants to submit required documentation for compliance to close out applicant's file.

## **Relevant Experience**

- HGA, August 2020–present
- IEM January 2017 –2020
- Hammerman & Gainer, Inc., 2008 - 2015





### Meets Position Requirements

- ✓ Minimum of three years of direct experience in DRGR management and CDBG-DR financial management.
- ✓ Demonstrated expertise in DRGR Action Plan development.
- ✓ Experience in producing Quarterly Performance Reports, or a combination of skills and experience.

### 9 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ HUD Disaster Recovery Grant Reporting (DRGR) System
- ▶ Data Management and Analysis)
- ▶ Finance and Accounting
- ▶ Monitoring and Compliance Reporting
- ▶ Process Development and Implementation

#### EDUCATION

- ▶ B. A. Business Management, St. Edwards University
- ▶ M.A. Accounting, St. Edwards University

#### CERTIFICATIONS

- ▶ Certified Texas Contract Manager, Texas Office of the Comptroller
- ▶ Certified Fraud Examiner, Association of Certified Fraud Examiners

### Qualifications Overview

- Serves as lead DRGR Specialist for NCORR Finance Division. Manages all grant funds and prepares required reporting. Performs highly specialized work to support HUD CDBG-DR programs, including reviews of data management, complex fund drawdown requests, and financial reporting systems to ensure consistency throughout the DRGR system.
- Performs accounts receivable, accounts payable, and customer service functions.
- Currently a CPA exam candidate.

### Relevant Experience

#### QA/QC Specialist, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation for HUD CDBG-DR/-MIT–Mpact, Houston, TX, July 2019–present

- Serves as lead DRGR Specialist for NCORR Finance Division. Manages all grant funds and prepares required reporting.
- Provides financial reconciliation and processing of draw requests and analysis of databases, providing current information regarding program activities including development of performance and financial data and analysis of complex reports.
- Performs highly specialized work to support HUD CDBG-DR programs, including reviews of data management, complex fund drawdown requests, and financial reporting systems to ensure consistency throughout the DRGR system.
- Collaborates with other data management systems to reconcile data across systems for all structures and projects.

#### Project Manager, Texas General Land Office (GLO), Houston, TX, September 2017–July 2019

- Coordinated, organized, analyzed, tracked, and prepared financial and program information for grant reporting to HUD’s DRGR system, verifying data integrity and accuracy.



- Identified trends, managed databases, and coordinated with other teams on the resolution of reporting problems.
- Created and implemented standard operating procedures and work processes.
- Produced *ad hoc* reports and documents for senior management.

#### **Retirement Business Services Cash Operations/Tax Team Lead, Charles Schwab, Houston, TX, September 2015–September 2017**

- Verified data integrity and accuracy per state and federal regulatory guidelines and assessed compliance with financial regulations and controls. Instrumental in resolving several state/federal tax issues and identified ongoing compliance issues, process weaknesses and inefficiencies.
- Tracked remediation plans to confirm proper resolution.
- Developed an issue log that tracked the status of all outstanding state tax issues, which was used as a primary reference to provide updates to upper management.
- Developed a new records management structure to house documents related to procedures.
- Led the coordination between the systems-support groups and vendors when on boarding new or changing vendor provided software applications.
- Identified and supported the implementation of process improvements to reduce risk and increase efficiencies.

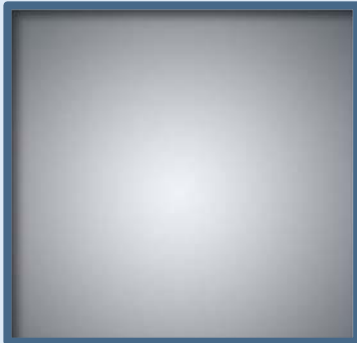
#### **Contract Specialist–Team Lead, Texas GLO, HUD CDBG-DR Programs, Houston, TX, August 2011–August 2014**

- Performed complex senior-level contract management work. Developed and evaluated a broad range of contracts.
- Evaluated and analyzed expenditure and projection data to ensure proper use of funds. Worked under limited supervision with considerable latitude for initiative and independent judgment.
- Developed standard operating procedure documentation for program.
- Verified data integrity and accuracy for execution of contract.
- Performed accounts receivable duties, including billing draws, change orders, researching discrepancies and budget reconciliations.
- Performed compliance duties including, examining a wide range of documentation, preparing ad hoc reports, and assessing compliance of controls.
- Participated and assisted with onsite field audits with agency auditor
- Created and implemented standard operating procedures to support program changes and records handling.
- Served as liaison between staff and vendors regarding deficiencies in documentation submission.
- Validated results and performed quality assurance to assess accuracy of data for payment processing.

## **Employment**

- Mpact Strategic Consulting, LLC, 2019–present
- Texas GLO, 2017–2019
- Charles Schwab, 2015–2017
- Texas GLO, 2011–2014
- Urban Solutions, LLC, 2011–2013





## Meets Position Requirements



Minimum of three years direct experience in DRGR management and/or CDBG-DR financial management



Demonstrated expertise in DRGR Action Plan development



Experience in producing Quarterly Performance Reports, or a combination of skills and experience

## 17 Years of Experience

### AREAS OF EXPERTISE

- ▶ Analytical Thinking
- ▶ Case Management
- ▶ HUD Audit Prep
- ▶ Catalog and Tracking Development
- ▶ QA/QC Implementation Management
- ▶ SAP
- ▶ Accounting
- ▶ Document Management
- ▶ Compliance Management

### EDUCATION

- ▶ Master of Business Administration in Executive Management and Human Resources, Ashland University, Ashland, OH, 2020
- ▶ Bachelor of Business Administration, Grantham University, 2017

## Bio Highlights

- Provided administrative support to NCORR HOPE Program
- Executive Assistant to two Lieutenant Colonel's that are second in command in the Law Enforcement division for the State of Louisiana
- Served as a QA/QC for all monthly accounting reports
- Skilled in handling confidential paperwork (including contracts, complaints, and applicant records).

## Relevant Experience

### Administrative Support, NCORR HOPE, 2021-Present

- Provides administrative support to the HOPE Program.

### Administrative Program Assistant, Wildlife and Fisheries, Baton Rouge, LA August 2018-2021

- Head Timekeeper for the entire State of Louisiana Wildlife and Fisheries Enforcement Division.
- Work in the capacity as an Executive Assistant to two Lieutenant Colonel's that are second in command in the Law Enforcement division for the state of Louisiana (one is over Budgeting, the other is over Patrol).
- Assist with scheduling and coordinating travel arrangements.
- Email and report management.
- Handle confidential paperwork (including contracts, complaints, and law enforcement records).
- Answer multi-line telephone; prepare memos as well as traditional office duties.
- Receive and process subpoenas and record requests in a timely manner.
- Served as a case manager for the Ryan White Clinics patients.



- Maintain accounting/bookkeeping records for our Aviation Department as well as for our field agents who purchase fuel, boat, and truck maintenance.
- Order supplies as needed for the department.
- Serve as a QA/QC for all monthly accounting reports for our division, before submitting to the Finance Department.
- Process and complete all paperwork for employees who are resigning, retiring, or transitioning from our division.
- Source candidates and setup and conduct interviews.
- Prepare interview questions to be conducted by the Lt. Colonel. Process timekeeping for payroll.
- Provided a positive on-boarding experience.

### **Construction and Monitoring Executive Assistant (Disaster Recovery), Office of Community Development, The Road Home-HGA, April 2007–March 2018**

- Reviewed all construction contracts between the homeowner and contractor.
- Processed homeowner for a dry closing on an Office of Community Development (OCD) Block grant.
- Prepared all payment draws for the Finance Department to administer disbursement to the contractors for scope of work completed.
- Monitored quality control over each homeowner's file to ensure receipt of all documentation from both the homeowner and contractor during the construction process to certify compliance.
- QA/QC all ECV (Estimated Cost Value) files before routing them to their assigned Case Manager.
- Maintained multiple spreadsheets to track all aspects of daily work.
- Assisted with quarterly prep for HUD Audits.
- Updated Job Aid and Dept. manual.
- Worked closely with the Director of Construction and Monitoring.
- Managed appointment calendar for the Director, Maintained daily, financial reports for all construction projects.
- Analyzed memos and distributed them.
- Organized and implemented a process to address a significant back log

### **Case Manager, Capital City Family Health Center, Baton Rouge, LA, February 2005 – March 2006**

- Maintained the State Regional Ryan White computer database of all HIV/AIDS infected patients.
- Arranged transportation for patients to attend their medical appointments.
- Maintained a working relationship with partnering referral agencies.
- Attended Regional monthly meetings to enhance the quality assurance for our patients.

## **Relevant Experience**

- HGA, 2021-2022
- Wildlife Fisheries, August 2018–2021
- Hammerman & Gainer, Inc., April 2007 –2018
- Capital City Family Health Center, February 2005 – March 2006



**Meets Position Requirements**

- ✓ Minimum of three years of direct experience in HUD program and/or CDBG-DR URA processes for a State grantee or subrecipient with similar scope of service needs to North Carolina.
- ✓ Demonstrated expertise in CDBG-DR and URA regulations, especially URA policies and procedures.
- ✓ Provides interpretation and implementation of relocation and disaster recovery laws and regulations.
- ✓ Experienced in the design and implementation of relocation programs.

*21 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Program
- ▶ Uniform Relocation Assistance and Real Property Acquisition Act (URA) Policies and Procedures
- ▶ Case Management Interpretation
- ▶ Public Housing
- ▶ Section 8 Housing
- ▶ Training

**EDUCATION**

- ▶ M.S., Education, Longwood University, 1997
- ▶ B.A., English, Morgan State University, 1983

**TRAINING**

- ▶ People Management Essentials at ICF, 2021
- ▶ Managing Others, 2021
- ▶ Inclusive Culture: Belonging, 2021
- ▶ Preparing to Manage: the ICF Way, 2021

**Bio Highlights**

- Proven leader with more than 20 years of experience in the human services field, who has worked with public housing authorities, state agencies, private developers, management companies, and resident organizations to develop and implement effective relocation programs.
- Oversees the day-to-day delivery of the URA program for tenants affected by disaster and serves as a URA subject matter expert in intake, eligibility determination, relocation advisory services, technical assistance, benefit calculation, and file closing for housing recovery cases involving tenants.
- Responsibilities include ensuring that all services related to the URA are completed in accordance with HUD guidelines and articulating complex details in a manner that is comprehensible to a variety of individuals.
- Uses mastery of the policies and procedures governing relocation in federally funded recovery programs, such as CDBG-DR and CDBG-MIT, to interpret federal regulations for her clients. Develops policies and procedures to maintain compliance with federal regulations for tenants.

**Relevant Experience**

**URA Manager, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC–ICF, Durham, NC, March 2020–present**

- Experience in drafting and revising URA standard operating procedures, policies, and workflow diagrams.
- As the URA Manager for NCORR’s ReBuild NC initiative, ensures that the URA Specialists provide program eligibility information and other required information to tenants and documents the information in program files using electronic databases and case management systems.
- Ensures that all hard copy and automated files are updated and maintained in strict accordance with established policies and procedures.



- Manages URA Specialists to coordinate URA benefits in conjunction with other program assistance, and both tracks and reports information on URA program activities and provides training to URA Specialists on URA policies and procedures.

#### **Resident Services Coordinator, Danville Redevelopment and Housing Authority, Danville, VA, September 2019–March 2020**

- Responded to resident needs, managed service vendor contracts, and coordinated regular activities for the residents. Assisted residents in gaining employment, education, and job and life skills training for self-sufficiency.

#### **Project Director, Housing Opportunities Unlimited, Danville, VA, May 2007–January 2019**

- Provided oversight, leadership, and direction for project coordinators seeking to relocate residents who were required to move either temporarily or permanently to accommodate apartment renovations or demolitions, into public housing.
- Ensured that all required notices to meet federal URA guidelines were sent. Identified replacement housing options and conducted counseling and support to ensure that required moves were completed on schedule.
- Successfully supervised the successful relocation of more than 1,000 temporary or permanent households in Washington, DC, Connecticut, New York, New Jersey, and Chicago, IL.
- Met budget and timeline guidelines and supervised 12 staff in various locations.

#### **Community Services Coordinator, Danville Redevelopment and Housing Authority, Danville, VA, September 2001–May 2007**

- Responsible for ensuring the development, implementation, and delivery of the Community and Supportive Service (CSS) component of the Danville Redevelopment and Housing Authority's HOPE VI grant. Planned, organized, and coordinated all activities of the CSS program and reported progress to HOPE VI Director and HUD electronically.
- Monitored goals and reviewed outcomes of the CSS program. Worked closely and collaboratively with other community service providers to ensure that all resident needs were met.
- Coordinated all aspects of day-to-day operation of the Family Self Sufficiency (FSS) program. Developed effective administrative policies and procedures for the FSS program that met HUD requirements.
- Arranged services for participants based on their needs, acting as their advocate with other organizations and agencies. Helped families to develop training and service plans, with the goal of homeownership.

## **Employment**

- ICF, 2020–present
- Danville Redevelopment and Housing Authority, 2019–2020
- Housing Opportunities Unlimited Project Director, 2007–2019
- Danville Redevelopment and Housing Authority, 2001–2007



### Meets Position Requirements

- ✓ Minimum of three years of direct experience in HUD program and/or CDBG-DR URA processes for a State grantee or subrecipient with similar scope of service needs to North Carolina.
- ✓ Demonstrated expertise in CDBG-DR and URA regulations.

### 9 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Program
- ▶ Uniform Relocation Assistance and Real Property Acquisition Act (URA)
- ▶ Federal Highway Administration (FHWA)
- ▶ Title Abstracts
- ▶ Property Inspections for Decent, Safe, and Sanitary Requirements
- ▶ Project Acquisition Management
- ▶ Waiver Valuations for Properties Valued under \$10,000

#### EDUCATION

- ▶ B.A., General Studies, Northwestern State University, Natchitoches, Louisiana, 1979

#### TRAINING

- ▶ FHWA Relocation Assistance and Payments, 1979 and 1990
- ▶ FHWA Relocation Advisory Services, 1979 and 1985
- ▶ FHWA Business Relocation, 1984 and 1990
- ▶ FHWA Inspection for Decent, Safe and Sanitary Housing, 1982

### Bio Highlights

- Worked on acquisition of property rights related to Louisiana Office of Community Development (LA OCD) disaster projects in Franklin and Avoyelles Parishes.
- Supervised the acquisition of property rights required for the construction of state and federal highway projects, the relocation of residences and businesses displaced, and the disposal of improvements acquired in the process, in accordance with the URA.
- Relocated approximately 200 displaced residences and businesses while negotiating for and purchasing property on approximately 55 miles to build Louisiana Interstate 49.
- Educated and supervised local public agencies and their consultants in right-of-way acquisition and relocation assistance to ensure compliance with the URA.

### Relevant Experience

#### Acquisition Consultant, New York Governor's Office of Storm Recovery (GOSR), Construction Management Support Services, New York Rising Housing Recovery Program—HGA, Albany, NY, August 2014–present

- Supports GOSR’s CDBG-DR program, working with approximately 30 municipalities.
- Guides local agencies in the acquisition of properties in either fee, title, or easements, to ensure compliance with URA for federal and federally assisted programs.
- Manages and reports all data for all acquisition projects to ensure that all deliverables are met.
- Developed the FFATA Subaward Reporting System (FSRS)/FFATA and Section 3 reporting work process and SOPs for NCORR.



- ▶ FHWA Louisiana Land Titles Seminar, 1998
- ▶ FHWA Highway/Utility Coordination Issues, 1996
- ▶ International Right of Way Association (IRWA) Relocation Assistance 501, 1995
- ▶ FHWA Advance Relocation Workshop, 1995
- ▶ IRWA Bargaining Negotiations 205, 1995
- ▶ FHWA Moving Cost Estimating, 1991
- ▶ FHWA Effective Right of Way Acquisition, 1990

## PROFESSIONAL AFFILIATION

- ▶ IRWA

- Met with property owners to secure agreements for project in accordance with URA.

## Real Estate Manager, Louisiana Department of Transportation & Development (LA DOTD), Alexandria, LA, January 1979–June 2008

- Supervised the acquisition of property rights required for the construction of state and federal highway projects, the relocation of residences and businesses displaced, and the disposal of improvements acquired in the process, in accordance with the URA.

## Employment

- HGA, May 2019–present
- Texas General Land Office (GLO), January 2012–2017
- HNTB, Urban Solutions, Austin, TX, February 2011–January 2012

## Title Abstractor and Property Inspector, England Authority for Airport Projects, England Authority Noise Mitigation Program—W.D. Schock Company, Inc., Alexandria, LA, September 2011–present

- Researched property titles for property owners. Provided records of ownership, judgments, mortgages, and rights-of-way for property.
- Inspected replacement housing for compliance with federal regulations for decent, safe, and sanitary conditions.

## Title Abstractor and Negotiator, Franklin Parish Police Jury, Boggy Bayou and Ash Sleuth Drainage Project—Winnsboro, LA, January 2016–July 2018

## Title Abstractor and Negotiator, Bayou Lacombe and Choctaw Bayou—Frye Magee & Associates, Avoyelles Parish, LA, January 2014–June 2016

- Researched property titles for property owners on projects funded through LA OCD. Provided records of ownership, judgments, mortgages, and rights-of-way for property.
- Prepared preliminary acquisitions notices, offer letters, and easement agreements.





**Meets Position Requirements**

- ✓ Minimum of three years of experience managing a buyout or acquisition program for a CDBG-DR grantee or subrecipient of equivalent size to North Carolina.
- ✓ Policy and programmatic expertise to inform NCORR and NCORR’s developers of best practices.
- ✓ Expertise in program improvements and Action Plan revisions.

*30 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR)
- ▶ Buyout/Acquisition
- ▶ Housing Choice Voucher (HCV) and Project-Based Voucher (PBV) Programs
- ▶ Section 811 Project Rental Assistance (S811 PRA) Demonstration
- ▶ Rental Assistance Demonstration (RAD)
- ▶ Strategic Planning
- ▶ Urban Planning and Community Development
- ▶ Program Development and Evaluation

**EDUCATION**

- ▶ M.B.A., Organizational Development/Human Systems, George Washington University, Washington, DC, 1981
- ▶ B.A., International Affairs, George Washington University, Washington, DC, 1979

**Bio Highlights**

- More than 30 years of professional experience in the field of community development and HUD-assisted housing.
- Developed and implemented North Carolina’s CDBG-DR–funded Strategic Buyout Program for those impacted by Hurricanes Matthew and Florence.
- Acted as start-up Program Director for the development and implementation of the Disaster Recovery Project-Based Voucher (PBV) Program for disabled, at-risk homeless families across the region of Louisiana affected by Hurricane Katrina.
- Provided Public Housing Manager and RAD training to the Guam Housing and Urban Renewal Authority, and RAD training to the Atlanta and Hagerstown Housing Authorities; trainees achieved a 98% pass rate.
- Developed a Procedure Manual and Quality Assurance Plan for the NY Rising Acquisition and Buyout Program administered by the NY Governor’s Office of Storm Recovery (GOSR).

**Relevant Experience**

**Buyout Specialist, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC Program—HGA, Raleigh, NC, June 2019–present IEM, December 2018–March 2019**

- Began development and implementation of the North Carolina CDBG-DR–funded Strategic Buyout Program for those impacted by Hurricanes Matthew and Florence.
- Worked with NCORR staff to develop and document the policies for the Buyout Program. Developed a strategy paper and tracker outlining policy issues requiring resolution; baseline policies including Fraud, Waste, and Abuse and Appeals policies; intake and duplication of benefits forms and checklists; maps showing locations of current and previous federal and state disaster aid in the 50 counties in preparation for designating Disaster Risk Reduction Areas (DRRAs); Buyout Program Manual, etc.



- Currently assisting with program implementation by researching regulatory requirements, assisting with multiple storm strategies, reviewing standard operating procedures (SOP) documents, etc.

#### **HUD Training Provider, RP Northrop Associates, Guam and Atlanta, GA, 2015–2018**

- Provided Public Housing Manager and RAD training to the Guam Housing and Urban Renewal Authority, and RAD training to the Atlanta and Hagerstown Housing Authorities.
- Updated the public housing training manual and developed the RAD manual.
- Provided the information needed to help agencies make decisions about whether to convert its public housing stock to RAD.
- 98% of the trainees passed the final exams on their first attempt.

#### **Team Lead, HUD Technical Assistance—RP Northrop Associates, Charleston County, NC, 2015–2018**

- Served as Team Lead for a HUD-sponsored effort to increase the organizational sustainability of the financially troubled Charleston County Housing and Redevelopment Authority.
- Assessed their organizational capacity and extent of financial insolvency; provided recommendations for stabilization and a repositioning options study.
- As a result, new executive staff with experience in public housing development have been hired and are receiving finance training. The Board has been informed about repositioning options, including RAD and participating in peer-to-peer learning sessions. The agency is now poised to make decisions about how to structure the organization to ensure long-term viability.

#### **Technical Assistance, NC Managed Care Organization (MCO) Alliance Health, NC Transition to Community Living Voucher (TCLV) Program—RP Northrop Associates, North Carolina, 2017**

- Helped NC Managed Care Organization (MCO) Alliance Behavioral Healthcare to implement a state-funded housing voucher program for persons with disabilities in response to an Olmstead-related lawsuit.
- Researched promising practices; analyzed the potential impacts of program policies and made recommendations for revision; assisted attorney in development of master contract with state and housing finance agency; analyzed potential impact of master leasing; and developed internal business procedures to aid in program implementation.
- Alliance was able to implement the TCLV program effectively from the beginning and had input into development of the policy governing program activities.

#### **Technical Assistance, HUD, S811 PRA Program Evaluation—RP Northrop Associates, 2015–2016**

- Helped to complete a six-state case study report as part of the evaluation of the new S811 Project Rental Assistance Program for persons with disabilities eligible for The Money Follows the Person Program or other Medicaid assistance.
- Helped to design data collection instruments and site visit protocols.
- The report provided models of success to help new grantees implement their programs. The report also identified program components that, if modified, would improve program administration and productivity.

#### **Technical Assistance, HUD, Strong Cities, Strong Communities (SC2) Program, Assessment of Demolition System—RP Northrop Associates, Youngstown, OH, 2012–2013**

- Responsible for developing improved business systems for demolition under the Strong Cities, Strong Communities (SC2) program in Youngstown, OH, where 15% of the housing stock is vacant and abandoned. Demolition was funded through Neighborhood Stabilization Program (NSP), CDBG, city funds, and state funds.





- Researched best practices in Baltimore, Detroit, Canton, Toledo, Flint, and Cleveland.
- Hired local non-profit to assist with neighborhood planning as the basis for making decisions about demolition, rather than performing demolition based on “worst condition” criterion.

#### **Technical Assistance Provider, HUD, HOPE VI Projects—RP Northrop Associates, 1995–2013**

- Provided urban planning, expedition, project management, and alternate administrator services to more than 20 HOPE VI projects nationwide. Services included grantsmanship, urban planning, project financial review and development, input on evidentiary documents, assistance with public participation efforts, and program development for supportive services.
- As a result, impediments to development were eliminated and all projects completed. For example, on the Elm Haven HOPE VI project in New Haven, CT, construction was started on all 362 rental units that had been stalled.

#### **Compliance Officer, NY GOSR, NY Rising Buyout Program—RP Northrop Associates, Albany, NY, 2009–2010**

- Developed a Procedure Manual and Quality Assurance Plan for the NY Rising Acquisition and Buyout Program. The updated, documented procedures led to increased employee adherence with program rules.
- Helped to perform file reviews to prepare for a HUD audit. No findings resulted from the HUD audit.

#### **Program Director, State of Louisiana, Project-Based Voucher Program (PBV) for Persons with Disabilities—RP Northrop Associates, Baton Rouge, LA, 2009–2010**

- Acted as start-up Program Director for the development and implementation of the Disaster Recovery PBV Program for disabled, at-risk homeless families affected by Hurricane Katrina across the Gulf region of Louisiana.
- Was instrumental in developing the new rental assistance program; coordinating services with local agencies and various State of Louisiana departments; tracking program progress; developing an electronic status reporting system; developing program policies; and hiring staff for the ongoing administration of the program.
- The program was able to begin housing clients within 60 days. It has been modified and continues to be an important housing resource for Louisiana.

#### **Deputy Director, Policy and Planning, Office of Housing and Community Development, Philadelphia, PA, 1985–1994**

- Responsible for developing the \$120 million annual CDBG budget and plan.
- Reviewed all developer requests for project financing that were financed by CDBG or the Low Income Housing Tax Credit (LIHTC). Developed the first city-sponsored cooperative housing project.
- Responsible for program development, implementation, and monitoring.

#### **Chief of Planning and Goals Management, Philadelphia Housing Authority, Philadelphia, PA, 1984–1985**

- Worked to create an organizational performance management system based on establishing departmental goals.

## **Employment**

- HGA, March 2019–present
- IEM, December 2018–March 2019
- RP Northrop Associates Management Consulting, 1994–November 2018
- City of Philadelphia Office of Housing and Community Development, November 1985–June 1994
- Philadelphia Housing Authority, November 1984–November 1985



**Meets Position Requirements**

- ✓ Minimum of three years of experience managing a buyout or acquisition program for a CDBG-DR grantee or sub-recipient of equivalent size to North Carolina.
- ✓ Experience with developing DRRAs, launching application intake in those DRRAs, and supporting the development of a buyout program’s manuals, procedures, and policies.
- ✓ Currently leads a team managing CDBG-DR and CDBG-MIT programs for the State of North Carolina, including providing implementation expertise for all aspects of North Carolina’s buyout program and training to staff and system of record (SOR) developers.

*10 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT) Programs
- ▶ Buyout Programs
- ▶ Disaster Risk Reduction Areas (DRRAs)
- ▶ Financial Management
- ▶ Training

**EDUCATION**

- ▶ M.A., Technical Communication, Texas Tech University, 2011
- ▶ B.A., English & Technical Writing, Illinois State University, 2008

**CERTIFICATIONS**

- ▶ Certified Floodplain Manager (CFM), ASFPM; Licensure US-16-09024)

**Bio Highlights**

- Extensive experience with CDBG-DR and CDBG-MIT programs. Contributes heavily to compliance trainings, Buyout Program administration, and Section 3 compliance.
- As the Project Manager for NCORR’s Strategic Buyout Program, is leading the first CDBG-MIT–funded buyout program in the United States. The Program is currently engaging with and offering assistance to an estimated 3,400 property owners through home sales and incentives and housing counseling.
- Expertise in housing assistance programs, demolition programs, and HUD Section 3 compliance.
- For Boulder County, CO, established and implemented several grant programs, each with an average reimbursement rate of over 97%.
- Previously served as a flood recovery planner/flood recovery project manager, supporting the establishment of the nation’s first CDBG-DR private access program using CDBG-DR Housing Assistance funds awarded to the county and state in 2013. This Home Access Program successfully served mostly low-to-moderate-income resident through creative policymaking and successful advocacy with local, state, and federal partners to support dynamic programmatic solutions.

**Relevant Experience**

**CDBG-DR/CDBG-MIT Project Manager, North Carolina Office of Recovery NC, September 2019–present**

- Oversees all aspects of implementation for NCORR’s ReBuild NC Strategic Buyout Program, including administration of the Uniform Relocation Act (URA) for permanent relocation associated with the



## PROFESSIONAL AFFILIATION

- ▶ Association of State Floodplain Managers (ASFPM)
  - ▶ Colorado Association for State Floodplain Managers
  - ▶ Society for Technical Communication
- Strategic Buyout Program, using a mixture of CDBG-DR and CDBG-MIT funds.
  - Collaborates with a wide range of stakeholders to strategize and execute community and applicant outreach, assesses and trains staff, manages data-driven production strategies, and delivers a demonstrably consistent, compliant, and effective program.
  - Oversees the development of training and staffing materials, standard operating procedures, and program collateral, and provides subject matter expertise on public and local government outreach and engagement strategies and material development. Also supports HUD technical assistance (TA) for grantees administering their own CDBG buyout programs.
  - Has administered both in-person and virtual case management operations without any reported work-related instances of COVID-19.

### **Regulatory Compliance Officer, Puerto Rico Department of Housing (PRDOH), Puerto Rico Home Repair, Reconstruction, or Relocation (R3) Program—ICF, San Juan, PR, June 2022–present**

- Supports ICF’s contract with PRDOH and collaborates with multiple other contracting partners to conduct regulatory compliance checks on fair hiring, labor practices, and equal opportunity employment.

### **HUD Technical Assistance Provider, HUD, TA for County of Hawaii, HI—ICF, Hilo, HI, March 2021–present**

- Supports ICF’s HUD Technical Assistance contract by lending project management experience to grantees, in areas that include case management, file and applicant management, program design and implementation, and HUD-compliant project management and operations in general.

### **CDBG-DR Subject Matter Expert (SME), Texas General Land Office (GLO), Training and TA—ICF, Austin, TX, May 2019–April 2020**

- Developed CDBG-DR training for Texas GLO and its subrecipients, focusing on buyout and acquisition, duplication of benefits, and other core CDBG-DR competencies.
- Worked with ICF and client staff to develop experience-driven presentations for program staff at a variety of levels.

### **Section 3 SME, PRDOH, Training and TA—ICF, San Juan, PR, May 2019–February 2020**

- Supported development of programmatic materials for multi-faceted Section 3 compliance.
- Drove authorship of ICF’s Section 3 plan, resident and business certification forms, and job aides.

### **CDBG-DR Project Manager, Boulder County, CO, Colorado Flood Recovery—ICF, Boulder, CO, December 2014–May 2019**

- Worked as part of a two-person team to develop a first-of-its-kind private bridge, driveway, and road program under the umbrella of the Homeowner Assistance Program.
- Managed a CDBG-DR clearance and demolition program and developed policies and procedures for buyout and acquisition and housing recovery programs.
- Developed guidance and streamlined operations for community members, engineers, and contractors to use to successfully implement these programs, and for local stakeholder groups to use to understand and meet program needs.






- Implemented and managed Section 3 compliance across County departments and programs. Interpreted federal regulations and adapted them for local use and educated department heads, grant managers, project managers, and outside engineers and contractors on the performance and compliance requirements of Section 3.

## Employment

- ICF, 2019–present
- Boulder County Transportation, 2014–2019
- St. Vrain and Left Hand Water Conservatory District, 2013–2014
- Texas Tech University Department of English, 2012–2013
- Grinbath, 2011



### Meets Position Requirements

- 
 Minimum of three years' experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- 
 Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR's Housing Manual, including but not limited to buyout, small rental repair, and multifamily new construction.
- 
 Demonstrated expertise in other programs as defined by the State's Action Plan, and in programs that support the eligibility determination of housing programs, including but not limited to infrastructure, economic development, environmental review, damage assessments and site-specific environmental reviews.

### 24 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ HUD Disaster Recovery Grant Reporting System (DRGR)
- ▶ Monitoring and Compliance
- ▶ Policy and Regulatory Compliance
- ▶ Quality Assurance Quality Control

#### EDUCATION

- ▶ Coursework, Business Administration, Austin Community College

#### CERTIFICATIONS

- ▶ Certified CDBG Contracts
- ▶ Administrator, Texas Department of Agriculture

### Bio Highlights

- Lead QA/QC specialist for NCORR Compliance and Monitoring Division. She provides leadership and technical assistance in the areas of HUD CDBG-DR grant management and implementation, monitoring plan development, and QA/QC
- HUD CDBG-DR grant administration activities, including planning, design, and implementation, monitoring and compliance, case management and closeout of small and large, complex projects.
- Supported several State and Local governments with reviewing HUD CDBG-DR grant applications, conducting quality assurance / quality control (QA/QC) reviews of submitted scopes of work and accompanying invoices, developing, and implementing case management policies and procedures, and facilitating training. administration of multiple contracts.
- Knowledge and execution experience in state and federal contracts, development of funding vehicles, and implementation of training, research, planning, policy, and program administration of multiple contracts.

### Relevant Experience

#### QA/QC Specialist, North Carolina Office of Recovery, Rebuild North Carolina—Mpart Strategic Consulting, Houston, TX, May 2019–Present

- Provides leadership and technical assistance in the areas of HUD CDBG-DR grant management and implementation, monitoring plan development, and QA/QC.



- Responsible for tracking, monitoring, and reporting on compliance of the disaster recovery assistance programs. Her duties include evaluating risk assessments, monitoring plans, monitoring reports, and corrective action reports.

**Project Lead, Texas General Land Office (GLO), Southeast Texas and Houston Galveston Area Council West Regions, Housing Assistance Program & PREPS – Mpact Strategic Consulting Lead Austin, TX, November 2018–June 2019**

- Provided management and oversight of various case management activities such as conducting interviews for application intake and eligibility, assigning case workloads, and managing case load schedules to assure program efficiencies and optimal program functionality.
- Supervised administrative activities and planning for onsite staff. Tracked performance for infrastructure and housing rehabilitation projects, including vendor agreements, work orders, and environmental reviews, facilitating cooperation between disaster recovery infrastructure and housing program teams for the State of Texas to manage TX GLO CDBG-DR grant reporting quarterly, maintaining compliance with HUD requirements and reporting guidelines.
- Led for subrecipient withdrawals from participation in the PREPS program.
- Developed and implemented procedures for processing withdrawals and ineligible subrecipients, provided guidance and oversight to the case management team.

**Lead Case Manager, City of San Marcos, Community Planning and Development HUD CDBG-DR Homeowner Rehabilitation Program—Mpact Strategic Consulting, LLC, Houston, TX, August 2017–December 2019**

- Supported the City of San Marcos \$33.8 Million HUD-funded disaster recovery homeowner rehabilitation grant program as lead case manager.
- Responsible for scheduling and coordinating subrecipient eligibility interviews, communicating program requirements to subrecipients, and assisting subrecipients with obtaining documents necessary to satisfy eligibility questions/issues.

**Project Lead, Texas General Land Office, National Disaster Recovery Competition (NDRC)—Mpact Strategic Consulting, LLC, Houston, TX, July 2015–October 2015**

- Provided technical assistance to formulate, compile and review subrecipient applications for submission to the GLO.
- Coordinated and reviewed initial and final project narratives and subrecipient grant applications, supported community outreach efforts, evaluated finalized subrecipient applications and provided eligibility recommendations to the GLO.
- Participated in compiling subrecipient application data and information for incorporation into the final statewide NDRC grant application and final submittal to HUD.

**Project Manager, State of New York, Governor's Office of Storm Recovery (GOSR) Compliance and Monitoring, Project Manager—Mpact Strategic Consulting, LLC, Houston, TX, February 2015–April 2016**

- Developed protocols to implement and make operational GOSR's monitoring activities as part of the administration of its \$3.8 Billion HUD CDBG-DR grant.
- Developed the monitoring plan according to GOSR's monitoring and compliance policies and procedures.
- Developed templates for HUD approval.
- Conducted internal and subrecipient trainings, and providing oversight of all monitoring activities



## Employment

- MPACT Strategic Consulting, January 2015–present
- Texas General Land Office (GLO), September 2011–January 2015
- Texas Department of Housing and Community Affairs, October 1998–August 2011





**Meets Position Requirements**

- ✓ Minimum of three years’ experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- ✓ Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR’s Housing Manual, including but not limited to buyout, small rental repair, and multifamily new construction.
- ✓ Demonstrated expertise in other programs as defined by the State’s Action Plan, and in programs that support the eligibility determination of housing programs, including but not limited to infrastructure, economic development, environmental review, damage assessments and site-specific environmental reviews.

*22 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ HUD CDBG-DR
- ▶ Compliance & Monitoring
- ▶ CDBG-CV Eligibility
- ▶ CDBG-CV Quality Assurance
- ▶ Social and Human Services Case Management
- ▶ Subrecipient Data Integrity Auditor
- ▶ Contract Project Management
- ▶ Bilingual Specialist – English and Spanish

**EDUCATION**

- ▶ B.A., Modern Languages & Government, University of Texas, Rio Grande Valley

**CERTIFICATIONS**

- ▶ Management Development Program (DOL Endorsement)
- ▶ Supervisor Development Program (DOL Endorsement)
- ▶ Department of Labor Assessor’s Training

**Bio Highlights**

- 5 years’ experience as a disaster recovery specialist and 8 years’ experience as a project manager, with strong focus on housing and infrastructure projects funded by U.S. Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) grants, as well as with other state and federal programs.
- Served on the Missouri City CDBG-CV Rental, Mortgage, and Utility Assistance program, ensuring outreach, eligibility, and compliance with federal regulation.
- Supported the City of San Marcos’ CDBG-DR grant administration efforts, assisting with the community engagement, eligibility, case management, relocation, and home completion.
- Fluent speaker of both English and Spanish.

**Relevant Experience**

**Director of Case Management and Eligibility, Office of Refugee Resettlement, Project Hope–mpact Strategic Consulting, Pomona, CA, April 2021–November 2021**

- Communicated and provided compliance direction to a team of 350+ case managers, unaccompanied youth, and potential sponsors in both English and Spanish.
- Effectively worked with partners to include federal, state, county, and local officials to assist in the reunification of families separated at the U.S. borders.
- Tracked, reported, and ensured statistical performance to meet contractual goals.





- Addressed Human Resources matters and assisted in the creation and implementation of programmatic systems and measures to aid the team with program performance.

#### **Manager, Coronavirus Pandemic, Missouri City Rental, Mortgage, and Utility Assistance Program—Mpact Strategic Consulting, January 2021–April 2021**

- Assisted a team of Program Consultants with both English- and Spanish-speaking residents.
- Responsible for bilingual outreach, case management, and QA/QC of applicants.
- Successfully qualified over 120 residents for three consecutive months of assistance, resulting in Missouri City being awarded additional funding for continued relief.

#### **Quality Assurance/Quality Control, Fort Bend County Coronavirus Pandemic, Rental, Mortgage, and Utility Assistance Program—Mpact Strategic Consulting, March 2020–January 2021**

- Responsible for QA/QC for all application submitted.
- Reviewed applications and conducted outreach to non-profit program consultants, county officials, and MPACT team members for additional eligibility support.
- Assisted the team by personally conducting outreach to applicants to ensure grant compliance.
- Guided the team to successfully qualify and award over 10,000 applicants with assistance.

#### **City of San Marcos, Memorial Day Flood and Halloween Floods, Rehabilitation and Relocation Program (CDBG-DR)—Mpact Strategic Consulting, San Marcos, TX, August 2017–March 2019**

- Worked closely with City staff to successfully rehabilitate and rebuild homes damaged after residents were flooded twice within months.
- Conducted outreach to residents in both English and Spanish and went door to door in the affected neighborhoods.
- Conducted bilingual community outreach meetings to ensure participation in the program.
- Obtained eligibility support from participants, calculated, and detailed the duplication of benefits for applicants.
- Worked with the City's Housing and Community Development Manager to assist in the procurement of builders and to relocate residents to HUD compliant temporary housing while homes were being built.
- As a result, the City of San Marcos was able to assist 10 residents with new stick-built homes and one rehabilitation.

#### **Property Settlement Examiner, Bilingual Tax Examiner, Internal Revenue Service, Austin, Texas, 2009–2011**

- As a bilingual tax examiner Ms. Huerta reviewed tax returns to ensure all deductions reported on yearly tax returns were compliant with IRS tax codes.
- Documented any disallowed costs and verbally explained to taxpayers why costs were disallowed.
- Would then provide them a written notice advising of the findings, the costs disallowed, and would also advise on possible ways to resolve the discrepancies found.
- Performed her work duties in both English and Spanish.

#### **Auditor III – Subrecipient Monitoring, Texas Workforce Commission Austin, Texas, 2012–2015**

- Served as a program auditor for both small contracts and state funded workforce programs.



- Conducted desk reviews in preparation for on-site reviews, scheduled review dates, and conducted on site reviews of local workforce boards to ensure compliance with programs to include Childcare Management, SNAP, TANIF, and Workforce Investment Act Youth and Adult Programs.
- Conducted exit reviews of potential issues and finding and provided thoroughly written reports of audit findings.

### **Project Manager, Management and Training Corporation, Job Corps, Career Transition Services San Marcos, Texas, 2000–2008**




- Successfully managed a team of 48 Career Advisors located throughout Texas.
- Responsible for all procurement of office space and equipment and memorandums of understanding with local state agencies.
- Conducted all departmental human resources matters to including hirings, terminations, promotions, and staff investigations to resolve matters within the department.
- Consistently met contractual deliverables for 8 years.
- Assisted in creating a departmental program audit assessment guide, internal policies, and procedures to meet contractual compliance; organized contract performance reports; assisted in the creation and implementation of staff bonus plans; and conducted outreach and job placement for Job Corps students.

## **Employment**

- MPACT Strategic Consulting, LLC, 2017–Present
- Texas Workforce Commission, 2012–2015
- Internal Revenue Service, 2009–2011
- Management and Training Corporation, 2000–2008



**Meets Position Requirements**

- 
 Minimum of three years’ experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- 
 Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR’s Housing Manual, including but not limited to buyout, small rental repair, and multifamily new construction.
- 
 Demonstrated expertise in other programs as defined by the State’s Action Plan, and in programs that support the eligibility determination of housing programs, including but not limited to infrastructure, economic development, environmental review, damage assessments and site-specific environmental reviews.

*16 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ Auditing
- ▶ Disaster Recovery
- ▶ Contract Procurement
- ▶ Quality Assurance
- ▶ Quality Control
- ▶ Compliance

**EDUCATION**

- ▶ Criminal Law/Psychology, Austin Community College
- ▶ Criminal Justice, University of Phoenix

**CERTIFICATIONS**

- ▶ Texas Basic Peace Officer

**Bio Highlights**

- Possesses over 16 years of experience working exclusively with Disaster Recovery Programs.
- Expertise includes developing, implementing, and monitoring compliance policies and procedures, risk assessments, checklists and templates for housing and infrastructure programs.

**Relevant Experience**

**Quality Assurance, North Carolina Office of Recovery and Resiliency (NCORR)—Mpac Strategic Consulting, Durham, NC, January 2020–Present**

- Monitors NCORR’s programs and subrecipients for compliance according to NCORR’s policies and procedures, North Carolina laws, HUD, and cross-cutting federal regulations.
- Provides technical assistance and training to program staff and subrecipients.
- Monitors the performance of subrecipients by tracking progress towards benchmarks, adherence to established guidelines, and compliance with program and contractual requirements.
- Performs advanced (senior level) consultative work and communicates with subrecipients and other government entities.

**Property Manager—Pedcor, Kyle, TX, October 2016–January 2020**

- Conducted business in accordance with company policies and procedures, fair housing laws, the Americans with Disabilities Act, the



Fair Credit Report Act, and all other laws, statutes, and regulations pertaining to tax credit multi-family residential communities.

- Developed required reports and conducted the initial compliance review of files.
- Prepared files for TDHCA and HUD monitoring visits, conducted inspection of common areas and provided oversight of property files and applicant eligibility screening, annual certifications, and staff performance management, discipline, time keeping, and payroll.

#### **QA/QC Specialist, Quality Assurance and Auditing–Texas General Land Office, Austin TX, September 2011–February 2016**

- Provided transparent monitoring responses and technical assistance to subrecipients.
- With prior knowledge and experience as a grant manager with Texas Department of Housing and Community Affairs (THDCA), she guided QA/QC Compliance Division with innovative ideas and techniques to effectively and efficiently monitor program areas, such as Duplication of Benefits, Program Eligibility, Environmental, and Acquisition.
- Performed complex auditing work under limited supervision with considerable latitude for the use of initiative and independent judgment.
- Worked closely with HUD & HUD OIG staff members to ensure compliance with regulations and laws.
- Audited program efficiency and effectiveness.
- Prepared reports and collected data for Legislative Budget Board (LBB) report for the Disaster Recovery Program.
- Conducted desk reviews, on-site monitoring visits and developed tools and procedures for task implementation.
- Provided technical assistance and training to program and subrecipient staff to ensure program and project compliance.

#### **Grant Manager, Disaster Recovery Housing–Texas Department of Housing and Community Affairs (TDHCA), Austin, TX, August 2010–September 2011**

- Performed advanced (senior level) consulting work.
- Reviewed and approved CDBG-DR budget set-ups and invoices for payment, managed CDBG-DR housing contracts between state and local municipalities and councils of governments.
- Examined, investigated, and reviewed records, reports, financial statements, and management practices to ensure compliance with state and federal statutes and internal regulations.
- Developed and implemented procedures for housing subrecipients.
- Monitored the performance of subrecipients by tracking progress towards benchmarks, adhering to established guidelines, and complying with their program and contractual requirements.
- Reviewed documents related to income eligibility and Land Use Restriction Agreements, multi-family rental and single-family projects, procurement, and inspection reports.
- Conducted desk reviews and provided technical assistance as needed. She has vast knowledge of HUD Chapter 5 Income Eligibility, CDBG, Fair Housing, and Section 3.
- As a grant manager, she worked closely with various local, state, and federal agencies to facilitate the development, management, and monitoring of crisis response programs.
- Coordinated with program staff in determining trends of service provision.
- Audited fiscal and program records to ensure that subrecipients were following local, state, and federal laws.



- Monitored program spending; prepared, proofread and edited federal reports and special program publications; and conducted special investigations, program analyses, and research studies.

### **Program Manager, Texas Department of State Health Services, P. R. I. D. E. Crisis Counseling Program (CCP), August 2002–August 2010**

- Was an integral part of the federally funded, state administered Texas P.R.I.D.E Crisis Counseling Programs for 8 years.
- Was the CCP Program Manager and led disaster programs all over Texas.
- Was responsible for ensuring compliance throughout all program levels.
- Performed technical and complex data gathering and reporting for the FEMA Disaster Recovery Crisis Counseling Program (CCP) grant and managed both program and fiscal records.
- Provided daily monitoring and technical guidance to local subrecipients.
- Wrote, managed, and administered grant processes.
- Additional duties included assisting CCP staff in the development and dissemination of program guidelines, procedures, policies, rules, and regulations.
- Worked her way up to Program Specialist IV (Program Manager) from Program Specialist I within 2 short years of being with the agency.

## **Employment**

- MPACT Strategic Consulting, LLC, January 2020–Present
- Pedcor, October 2016–January 2020
- Texas General Land Office, September 2011–February 2016
- Texas Department of Housing and Community Affairs, August 2010–September 2011
- Texas Department of State Health Services, August 2002–August 2010
- Travis County Constable Precinct 1, April 2007–September 2011



**Meets Position Requirements**

- ✓ Minimum of three years of experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- ✓ Demonstrated expertise in single-family recovery programs including rehabilitation, reconstruction, elevation, and construction management for single-family programs, and in programs that support the eligibility determination of housing programs.

*6 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ Quality Assurance/Quality Control (QA/QC)
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Salesforce and SharePoint
- ▶ Case Management
- ▶ Policy Implementation
- ▶ Verification of Benefits (VOB)
- ▶ Income Determination
- ▶ Eligibility Review
- ▶ SBA Policy Analysis

**EDUCATION**

- ▶ M.S., Rehabilitation Counseling, Southern University, Baton Rouge, LA
- ▶ B.A., Mass Communications, Dillard University, New Orleans, LA

**EMPLOYMENT**

- ▶ Emergent Method (2021–present)
- ▶ HGA (2020–2021)
- ▶ Urban League of Greater New Orleans (2017–2020)
- ▶ Catholic Charities (2016–2017)

**Bio Highlights**

- Currently serving as a QA/QC Specialist supporting NCORR in performing full file reviews and State Historic Preservation Office (SHPO) consultation batches on behalf of the program vendor to efficiently move quality files into award.
- Highly technical disaster recovery professional specializing in case management; eligibility and VOB determinations; and quality control activities.
- Expertise in synthesizing and implementing policy and procedures and delivering quality review feedback.

**Relevant Experience**

**Quality Control Specialist, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC Homeowner Recovery Program—Emergent Method, Raleigh, NC, 2021–present**

- Performs comprehensive quality reviews of all aspects of application determinations, from case intake through award determination, for the Homeowner Recovery Program.
- Delivers technical feedback to case managers and eligibility/VOB specialists on quality findings.
- Monitors quality trends to identify departmental training needs.
- Performs review of batches of files submitted for SHPO consultation.

**Grant Specialist, Quality Control Specialist, & Case Manager, Louisiana Office of Community Development (OCD), Restore LA Homeowner Assistance Program—HGA and Urban League of GNO, Baton Rouge, LA, 2017–2021**

- Performed SBA Phase 4 hardship assistance determinations.
- Reviewed programmatic household income calculations for accuracy and completeness.



- Calculated homeowner housing expenses for benefit offset determinations.
- Reviewed applications and supporting documents provided by applicants to determine file completeness.
- Conducted duplication of benefits (DOB) analysis by reviewing allowable activity receipts, data feeds, and applicant documentation.
- Conducted applicant outreach and in-person meetings, guiding applicants through the application process, and conducted award consultations.




**Disaster Case Manager Supervisor, Catholic Charities of the Diocese of Baton Rouge, Baton Rouge, LA, 2016–2017**

- Provided guidance and direct supervision to Disaster Case Managers in their role of assisting clients in disaster recovery.
- Monitored and evaluated Disaster Case Managers' performance and contract compliance.
- Maintained a working knowledge of community resources to assist clients in recovery.





### Meets Position Requirements

- 
 Minimum of three years’ experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- 
 Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR’s Housing Manual, including but not limited to buyout, small rental repair, and multifamily new construction.
- 
 Demonstrated expertise in other programs as defined by the State’s Action Plan, and in programs that support the eligibility determination of housing programs, including but not limited to infrastructure, economic development, environmental review, damage assessments and site-specific environmental reviews.

### 15 Years of Experience

#### AREAS OF EXPERTISE

- ▶ HUD CDBG-DR/MIT
- ▶ Housing Assistance Programs
- ▶ Quality Assurance/Quality Control
- ▶ Monitoring & Compliance
- ▶ Policy & Procedures Development & Implementation

#### EDUCATION

- ▶ B.S. Business Management, University of Phoenix, Baton Rouge, LA

#### CERTIFICATIONS

- ▶ National Compliance Professional – Tax Credit
- ▶ Certified Occupancy Specialist

### Bio Highlights

- Possesses over 15 years of experience as a project management and disaster recovery professional.
- Has an extensive and highly successful background in administration of HUD’s Community Development Block Grant – Disaster Recovery (CDBG-DR) housing programs.
- Currently deployed in North Carolina on a disaster recovery operation and has supported multiple operations performing a variety of roles and activities, such as damage assessments, applicant eligibility reviews, long-term compliance and monitoring, policies and procedures development and case management.
- Served in multiple project management and leadership positions working on Single and Multi-family homeowner programs, with specialties in the areas of Small Rental, Tax-Credit and Permanent Supportive Housing (PSH).
- Well versed in asset management; financial management; and Federal, state, and local regulatory compliance.

### Relevant Experience

**Project Manager, North Carolina Office of Recovery and Resiliency (NCORR), ReBUILD NC Hurricanes Matthew and Florence HUD CDBG-DR: Housing and Infrastructure Programs—Mpaact Strategic Consulting, Houston, Texas, 2019–Present**

- Currently on assignment with the North Carolina Office of Recovery and Resilience (NCORR) supporting Hurricanes Matthew and Florence.





- Performing as Quality Assurance / Quality Control (QA/QC) Specialist, reviewing projects associated with NCORR's \$180 Million HUD-funded CDBG-DR and CDBG-MIT programs.
- Responsible for developing and implementing Compliance and Monitoring policies and procedures to ensure funding reimbursements are issued for eligible work and completed in accordance with program guidelines.

#### **Housing Finance Supervisor/Operations Manager, 2016 Floods, HUD CDBG-DR: Restore Louisiana Housing Assistance Program—Office of Community Development, Baton Rouge, LA, December 2013—October 2014**

- Served as a project manager assisting the State of Louisiana's RestoreLA program with administering a \$3 Billion HUD CDBG-DR housing assistance program in response to the Louisiana Floods in 2016. She was responsible for developing and educating staff regarding policies and procedures to ensure proper implementation of the housing program in accordance with HUD federally mandated guidelines.
- Coordinated and facilitated policy meetings with OCD and their support contractor staff to update program standard operating procedures and issue procedure change alerts (PCAs) to communicate programmatic changes to the staff.
- Performed detailed reviews of applicant files, coordinated, and facilitated bi-weekly RestoreLA Exceptions Panel meeting presenting cases to OCD for applicants deemed ineligible for ownership, occupancy, and construction changes for eligibility deliberation.
- Supervised special projects as requested by the state to address project-related issues potentially bringing up questions of eligibility and helping them achieve a positive path forward.
- Provided guidance and assistance to case managers, section/unit leads and other functional departments of the program with understanding policy and procedural requirements, application and interpretation.

#### **Asset Manager, Hurricanes Katrina and Rita, Private Housing Developments Using Federal Funds—Gulf Coast Housing Partnership, New Orleans, LA, 2014—2016**

- Provided daily management of the company's property portfolio financials and physical assets (13 developments consisting of single and multi-family properties).
- Prepared annual budgets based on prior year actuals and anticipated capital improvement projects and associated revenue to maximize property performance.
- Reviewed properties' monthly financial statements including budget comparisons and income statements to address any discrepancies.
- Prepared reports identified and explained budget variances for investors and state agencies. Prepared monthly multi-family property review and property reserve account reports and discussed issues with Vice President and Director of Asset Management.
- Reviewed property contractual agreements to ensure proper handling of source funding per property in compliance with applicable funding requirements pertaining to each source.
- Managed property turnover of assets from project management team upon completion.
- Generated punch lists with weekly monitoring to ensure completion.
- Conducted inspections; reviewed 3rd party inspections of property sites to ensure maintenance standards were met.
- Recommended alterations, maintenance and reconditioning as necessary. Maintained familiarity with all procedures and requirements of accounts payable and accounts receivable.

## **Employment**



- MPACT Strategic Consulting, LLC, November 2019—Present
- Franklin & Associates, March 2016—October 2017



- Gulf Coast Housing Partnership, November 2014–February 2016
- Louisiana Housing Corporation, December 2013–October 2014
- Quadel Consulting Company, May 2012–December 2013



### Meets Position Requirements

- 
 Minimum of three years' experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- 
 Demonstrated expertise in single-family recovery programs including rehabilitation, reconstruction, elevation, and construction management for single-family programs, and in programs that support the eligibility determination of housing programs.

### 16 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Quality Assurance/Quality Control (QA/QC)
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Salesforce and SharePoint
- ▶ Verification of Benefits (VOB)
- ▶ Income Determination
- ▶ Eligibility Review
- ▶ Small Rentals
- ▶ Hazard Mitigation
- ▶ Applicant Relations
- ▶ Floodplain Administration

#### EMPLOYMENT

- ▶ Emergent Method (2021–present)
- ▶ IEM (2019–2020)
- ▶ Baker Donelson (2017–2019)
- ▶ CB&I (2012–2017)

### Bio Highlights

- Currently serving as a QA/QC Specialist supporting NCORR in performing full file reviews and State Historic Preservation Office (SHPO) consultation batches on behalf of the program vendor to efficiently move quality files into award.
- Experienced emergency management professional specializing in all aspects of CDBG-DR and grant administration programs.
- Leverages decades of experience in the disaster recovery industry to support production and quality through all phases of the programs' lifecycles.

### Relevant Experience

#### Quality Control Specialist, ReBuild NC, North Carolina Office of Recovery and Resiliency (NCORR)—Emergent Method, Raleigh, NC, 2021–present

- Performs comprehensive quality reviews of all aspects of application determinations, from case intake through award determination for the Homeowner Recovery Program.
- Delivers technical feedback to case managers and eligibility/VOB specialists on quality findings.
- Monitors quality trends to identify department training needs.
- Performs QC review of file batches submitted for SHPO consultation.

#### Quality Control Specialist, Texas General Land Office(GLO), Rebuild Texas Homeowner Assistance Program—IEM, Austin, TX, 2019–2020

- Performed VOB reviews and quality control decisions resulting in submission of applications for award calculation.

Researched accuracy and completeness of applicant-provided documentation for program eligibility and compliance with program guidelines.

**Verification of Benefits Specialist, LA Office of Community Development (OCD), Restore Louisiana Homeowner Assistance Program—Baker Donelson, Baton Rouge, LA, 2017–2019**

- Performed detailed reviews of applicant documentation to calculate prior benefits received, determine household income, and assess applicant eligibility.
- Provided quality feedback to case management team members on review findings.

**QA/QC Analyst, LA OCD, Road Home Small Rental Property Program—CB&I, Baton Rouge, LA, 2012–2015**

- Reviewed and reported on procedures, policies, and functions of the Road Home Small Rental Property Program.
- Developed procedures and training for functional departments.
- Conducted audits of programmatic data and documentation.

**Hazard Mitigation Specialist, Road Home Small Rental Property Program, LA OCD, Baton Rouge, LA, 2009–2012**

- Performed long-term compliance and monitoring of processes for the Road Home Small Rental Property Program.
- Reviewed tenant eligibility under the Uniform Relocation Act (URA) guidelines.
- Monitored compliance with applicant Rental Regulatory Agreements, loan documents, and closing documents.

**Community Rating System (CRS)/Floodplain Administrator, Ascension Parish Government, 1997–2005**

- Coordinated and scheduled public meetings to assist citizens with property-zoning and floodplain-management.
- Completed address information for the municipal 911 addressing system.
- Assigned and communicated GIS-based addresses and field inspections to insurance agencies and parish permit offices.
- Reviewed elevation certificates and flood zone determinations for commercial and residential building permits.
- Maintained data and generated reports for State submittal within the Community Rating System.
- Determined flood zones using Flood Insurance Rate Maps (FIRM).



### Meets Position Requirements

- ✓ Minimum of three years of experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- ✓ Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR’s Housing Manual.
- ✓ Demonstrated expertise in other programs as defined by the State’s Action Plan, and in programs that support the eligibility determination of housing programs, including infrastructure, economic development, environmental review, damage assessments, and site-specific environmental reviews.

### 25 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Program Management/Legal Experience
- ▶ Quality Assurance/Quality Control (QA/QC)
- ▶ Contract Development and Compliance
- ▶ Regulatory Analysis
- ▶ Policy Development
- ▶ Eligibility Determinations

#### EDUCATION

- ▶ J.D., University of Illinois College of Law, Champaign, IL
- ▶ B.S., Business Economics, University of Southern California, Los Angeles, CA

#### CERTIFICATIONS

- ▶ Appeals Analyst certification, Public Assistance Appeals and Audits Branch (PAAB), 2016

### Bio Highlights

- Currently serving as a Quality Assurance/Quality Control (QA/QC) Specialist supporting NCORR by providing monitoring and compliance services to the infrastructure, multi-family/public housing, buyout, and housing replacement programs.
- Six years of CDBG-DR compliance experience and 25 years of extensive disaster assistance and recovery experience in all Stafford Act programs, particularly CDBG-DR housing repair, rehabilitation, and replacement.
- Developed a personally identifiable information (PII) policy for NCORR.
- Helped NCORR to pass a monitoring of a small business program inherited from another NC State agency.
- Served as an Appeals Analyst at the federal and state levels for multiple disasters.
- Served as in-house counsel for the Public Assistance Section of the NC Division of Emergency Management (DEM), where he prepared formal appeals and secured agency funding totaling over \$20 million via settlement or appeal.

### Relevant Experience

#### QA/QC Specialist, North Carolina Office of Recovery and Resiliency (NCORR), CDBG-DR Recovery Programs—Stafford Act and Disaster Recovery Services (SADRS), Raleigh, NC, February 2020–present

- Serves as a consultant to NCORR for Hurricanes Matthew and Florence.
- Provides QA/QC and compliance monitoring to NCORR internal divisions, including single-family housing, buyout, Temporary Relocation



- ▶ Texas Real Estate Broker's License, current since 1977
- PROFESSIONAL TRAINING**
- ▶ URA the HUD Way, HUD
- ▶ All the Right Moves (URA), HUD
- ▶ CDBG Crosscutting Toolkit, HUD
- ▶ Introduction to FEMA Public Assistance Program, FEMA Emergency Management Institute (EMI)
- ▶ Writing Project Worksheets, FEMA EMI
- ▶ ICS 100: Introduction to Incident Command System (ICS), FEMA EMI
- ▶ Preparing for Federal Disaster Operation, FEMA EMI
- ▶ Benefit Cost Analysis Fundamentals, FEMA EMI
- ▶ Basic CDBG & Disaster Recovery, HUD

## EMPLOYMENT

- ▶ HGA, September 2016–present
- ▶ New York Governor's Office of Storm Recovery (GOSR), September 2016–2020
- ▶ Federal Emergency Management Agency (FEMA), February–August 2016
- ▶ NY GOSR, March–November 2014
- ▶ NC Redevelopment Center, May 2005–May 2006

Assistance (TRA), infrastructure, small rental property, and public housing.

- Performs contract, regulatory, and programmatic compliance reviews, and provides project monitoring for subrecipients throughout North Carolina.

### **Grant Manager, NY Governor's Office of Storm Recovery (GOSR), NY State CDBG-DR Recovery Programs—HGA, Albany, NY, September 2016–2020**

- Served as a consultant to NY GOSR for Hurricanes Sandy and Irene, and Tropical Storm Lee.
- Provided project management oversight to 25 local governments in the southern tier of New York State.
- Performed contract, regulatory, and programmatic compliance reviews, and provided project monitoring for 52 projects valued at over \$125 million.
- Drafted contract and program documents, approved project payments, and processed project invoices.

### **Appeals Analyst, FEMA Region IV, Recovery Division, February 2016–August 2016**

- Performed statutory and regulatory research and analysis related to administration of disaster assistance funds and authored eligibility recommendations.
- Performed first appeal completeness reviews and prepared a bulleted analysis for each appeal. Researched and drafted assigned first appeal decisions within the prescribed regulatory time frames.
- Generated requests for information (RFIs) and other correspondence, compiled the administrative record, drafted eligibility determinations, and completed any other assigned appeals-related correspondence or record-keeping functions.
- Presented recommendations to Recovery Division senior management and the Administrator's Office, as required, and advised senior management regarding the potential negative effects of proposed actions.

### **President and CEO, Projects in NC, FL, MS, TX, and NY—Stafford Act Consultants, Las Vegas, NV, 2004–2015**

- Supervised a team responsible for the administration of \$7 million in HUD CDBG-DR housing assistance.
- Wrote the application for \$4.375 million in CDBG funding from a state and federal recovery initiative on behalf of a local government, and developed the work plan and associated policies.
- Supported the NY GOSR Hurricane Sandy CDBG-DR programs and also various FEMA contracts.



- Served as the company's chief contract compliance officer; developed operational policy; performed contract review and statutory interpretation of the Federal Acquisition Regulation, various titles of the Code of Federal Regulations, and various sections of the U.S. Code; and served as the operational and budgetary authority for 30 employees.
- Provided contract/statutory compliance services to an insurance risk consortium that included seven school districts, three municipal governments, and three county governments.

#### **Assistant Director, North Carolina Redevelopment Center, NC DEM, Raleigh, NC, 2005–2006**

- Tasked with administration of over \$800 million in state disaster recovery funding in the aftermath of Hurricane Floyd, and coordinated this administration with FEMA.
- Advised the Department Secretary regarding contractual reimbursement, policy enforcement, and budgetary issues.
- Supervised the work of subcontractors to ensure contract compliance and policy adherence.
- In charge of policy development and regulatory/statutory compliance, as well as drafting, reviewing, and interpreting contracts.

#### **Buyout Team Manager, HMGP & PA Sections, NC DEM, Raleigh, NC, 2000–2004**

- Selected by Division Director to lead a team of attorneys in both designing methodology to expedite acquisition of repetitive-loss properties, and in executing the plan by rapidly acquiring improved real property at fair market value (FMV). This was the nation's largest real-property acquisition project in history.
- Led a team that acquired approximately 4,500 properties within 18 months, drafted contracts to administer over \$250 million in disaster relief funding, and personally administered over \$12 million in buyout funding at the request of two local governments.
- Led the drafting of revisions to the North Carolina Revised Statutes; provided legal technical assistance to real estate attorneys; and procured other buyout professionals.
- Created buyout policies, resolved eligibility issues, provided legal interpretation and analysis, and drafted Memoranda of Agreement between state and federal agencies.

#### **Agency Legal Specialist, NC DEM, PA Section, Raleigh, NC, 1997–2000**

- Hired by the Assistant Attorney General to serve as in-house counsel for the Public Assistance Section of the NC Division of Emergency Management, and to provide statutory interpretation and policy guidance to the Section Chief.
- Performed legal research and drafted legal memoranda regarding administrative, contractual, and personnel matters.
- Advised the agency in Equal Employment Opportunity Commission (EEOC) claims, prepared trial briefs for hearings before the NC Office of Administrative Hearings (OAH), and advised the agency on compliance with Privacy Act and Freedom of Information Act requests.
- Maintained extensive contact with applicants (state agencies, local governments, and private non-profit organizations) and prepared formal appeals pursuant to various sections of the Stafford Act.
- Secured agency funding totaling over \$20 million via settlement or appeal.
- Reviewed sole-source contracts and maintained the appeals ledger to track the stages of pending appeals.





## Meets Position Requirements



Minimum of three years' experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.



Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR's Housing Manual, including but not limited to buyout, small rental repair, and multifamily new construction.



Demonstrated expertise in other programs as defined by the State's Action Plan, and in programs that support the eligibility determination of housing programs, including but not limited to infrastructure, economic development, environmental review, damage assessments and site-specific environmental reviews.

## 4 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Program Policies
- ▶ SOPs / Job Aids
- ▶ Training

### EDUCATION

- ▶ Bachelor of Science, Psychology, The University of Texas at Austin, 2018

### CERTIFICATIONS

- ▶ Undergraduate Psychology Research Certification

## Bio Highlights

- Currently serving as a Quality Control/Quality Assurance specialist for the CDBG-DR and CDBG-MIT Strategic Buyout Program under the management of the North Carolina Office of Recovery and Resiliency (NCORR) to ensure all applications in the program meet audit-readiness standards and any errors are corrected before files advance further in the program.
- In-depth Quality Assurance/Quality Control Specialist with a strong background in collecting and analyzing quality measures.
- Experience recommending and reviewing Quality Assurance/Quality Control standards, policies, and procedures for all functions involved with or related to the quality of applications, in compliance with the program standards.
- Skilled in training new employees and communicating efficiently with staffs to ensure that all QA/QC standards are met.
- Served as a Mobile Team Lead with the City of Houston's Harvey Homeowner Assistance Program, leading the mobile team in compliant data collection methodologies with applicants in multiple areas within the Houston city limits.
- Assisted City of Houston's Harvey Homeowner Assistance Program in managing the program's Southwest Intake Center by guiding and providing trainings to Intake Specialists.





## Relevant Experience

### **Quality Assurance/Quality Control Specialist, North Carolina Office of Recovery and Resiliency, Strategic Buyout Program—ICF, Durham, North Carolina, 12/2020–Present**

- Responsible for performing routine quality control checks and ensuring quality work for all Strategic Buyout Program files, mainly focusing on the Intake, Eligibility, and Ownership Verification phases.
- Communicates systematically with all team members across the program to provide recommendations and thoroughly complete necessary corrections for files to comply with federal and program standards before advancing forward in the program.
- Analyzes data with understanding of CDBG-DR practices and provides management with regular update of commonly identified issues to implement need-based training sessions to improve processes and assists with the development and maintenance of quality training.

### **Senior Disaster Management Analyst, City of Houston, Harvey Homeowner Assistance Program—ICF, Houston, Texas, 12/2018–12/2020**

- Proactively engaged in the training, communication, and leadership aspects of the Homeowner Assistance Program.
- Assisted all program participants in gathering required documents; communicated routinely with team members and higher leadership to provide outstanding service to program applicants; and coordinated with managers and leads to organize efficient training sessions for incoming Intake Specialists.
- As a Mobile Team Lead, managed and worked closely with a team of 12 Intake Specialists, actively bringing in potential applicants for the program through the community events.
- Adapted to frequently changing program requirements by applying new skills and knowledge to improve work efficiency and productivity.

### **Research Assistant, The University of Texas at Austin, Psychology Research Lab, Austin, TX, 08/2016–05/2018**

- Participated in a Psychology Research project under the supervision of a veteran graduate student.
- Responsible for gathering, arranging, and correcting research data by conducting survey means such as questionnaires to create representative visualizations highlighting the lab results for weekly team presentations.
- Performed numerous statistical, qualitative, and quantitative analyses, which were utilized to perform the comparison tests of different variables as well as produce rational conclusions.

## Employment

- ICF, 2018–Present
- The University of Texas at Austin, 2016–2018



### Meets Position Requirements

- ✓ Minimum of three years of experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- ✓ Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR’s Housing Manual.
- ✓ Demonstrated expertise in other programs as defined by the State’s Action Plan, and in programs that support the eligibility determination of housing programs, including infrastructure, economic development, environmental review, damage assessments, and site-specific environmental reviews.

### 5 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Quality Assurance/Quality Control (QA/QC)
- ▶ Waste and Fraud Prevention
- ▶ Reporting
- ▶ Communications

#### EDUCATION

- ▶ B.A., English, City University of New York – College of Staten Island

### Bio Highlights

- Currently serves as CDBG Program Coordinator for the Hurricane Irene/Tropical Storm Lee disaster recovery program for the Town of Blooming Grove, NY.
- Successfully administered \$6.5 million in CDBG-DR funds in partnership with the New York Governor’s Office of Storm Recovery (GOSR), and maintained compliance with requirements set forth by standard and supplemental provisions of the Town’s subrecipient agreement with NY GOSR.
- Assisted with development and construction of infrastructure, planning, and stormwater mitigation projects using federal and state funding.
- Serves as Town-appointed Waste & Fraud Prevention Coordinator.
- Successfully coordinated and prepared for yearly audits, monitoring, and compliance measures for federal and state grant programs.

### Relevant Experience

#### Supervisor’s Clerk/CDBG Coordinator, Town of Blooming Grove, Blooming Grove, NY, 2017–present

- Coordinates federal and state grant funding for disaster recovery, capital improvements, and planning activities.
- Maintains program and project files, to include financial controls and professional and construction services procurement documentation, establishment of eligibility criteria for a wide array of Town projects, and monitoring of minority and woman-owned business enterprises (M/WBE) and HUD Section 3 participation.



- Coordinates with Town departments to complete successful auditing and monitoring of all Town-funded programs, to include auditing of federal awards, State Comptroller audits, and Town departmental audits.
- Maintains communications between Town Supervisor and Town Board members through scheduling, writing agendas, and direct communications.
- Runs and maintains the Town's website and social media pages.
- Communicates and logs telephone, e-mail, and verbal communications with residents and uses outreach software to communicate Town news.

#### **Consulting Editor, General Media, Inc., New York, NY, 2004–present**

- Serves as print/copy editor for General Media, Inc. monthly publications.
- Coordinates with freelance photographer for magazine layouts.
- Independently writes articles for national publication.
- Sends quality assurance mail-outs to companies who participated in our service features

#### **Senior Editor, General Media, Inc., New York, NY, 1998–2004**




- Assigned stories to writers.
- Performed editorial duties, proofreading, and vetting of submitted materials and articles.
- Ensured that writers made deadlines and were ready to go to print on time.
- Administered submitters' contracts and processed invoices.

## **Employment**

- Town of Blooming Grove, NY, 2017–present
- General Media, Inc. 1998–present



### Meets Position Requirements

- 
 Minimum of three years' experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- 
 Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR's Housing Manual, including but not limited to buyout, small rental repair, and multifamily new construction.
- 
 Demonstrated expertise in other programs as defined by the State's Action Plan, and in programs that support the eligibility determination of housing programs, including but not limited to infrastructure, economic development, environmental review, damage assessments and site-specific environmental reviews.

### 14 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ HUD Disaster Recovery Grant Reporting System (DRGR)
- ▶ Financial Management
- ▶ Training

#### EDUCATION

- ▶ Associates Degree, Business Administration Accounting, Delgado Community College, New Orleans, LA

### Bio Highlights

- 14 years of disaster recovery experience.
- Performed QA/QC and trained other staff on disaster recovery programs.

### Relevant Experience

#### Quality Control Specialist, North Carolina Office of Recovery and Resiliency (NCORR) Staff Augmentation HUD CDBG-DR/MIT—HGA, Raleigh, North Carolina, April 2021-present

- Review files to ensure compliance with all program requirements
- Complete document review checklist and report missing documentation
- Communicate with applicants regarding the status of their application, requests for additional information, or problems that may arise in conjunction with the application.
- Process applications in accordance with Program policies, procedures, and business processes.
- Coordinate with applicants to resolve issues impacting previous and/or future disbursements.
- Support day-to-day project management activities and other case tasks as directed.
- Verify the award amounts, eligibility, and other tasks associated with the application processing, including quality control review.



### **Rental Assistant Case Manager, Emergency Rental Assistance-Jefferson Parish, Hammerman and Gainer, New Orleans, LA, March 2021–April 2021**

- Processed applications within the functional area with limited supervision.
- Maintained a complete understanding of all applicable program policies, requirements, and procedures and review all case within the guidelines established.
- Provided support with day-to-day project management activities for a functional area, which include monitoring, reporting, specialized advisory services, and applicant consultation services, as applicable.
- Perform the job functions under the supervision of others, while remaining acutely aware of goals, expectations, and deadlines.
- Acquire a working knowledge of applicable rules and regulations and/or specialized industry knowledge related to the functional area.
- Provide Program technical assistance as applicable

### **Project Administrative Assistant, Craftsman/Shimizu, February 2020–March 2021**

- Work closing with the Project Managers (On-site and off-site)
- Assist with Request for Quote (RFQ) and all documentation: Drawings, drawing list and specifications for each bid.
- Maintain a database with all subcontractors that request/submit bids.
- Maintain awareness for/with management regarding all bids/changes.
- Update daily work activity report for Management Team
- Confirm information on Certificate of Insurance for all Subcontractor
- Distribute the approved change order requests to the Management Team
- Interact with the Atlanta office regarding equipment rental information, Certificate of Insurance and other communications as needed
- Order and maintain equipment and supplies as needed.

### **Accounts Payable Specialist, Adecco Group/Southern Recycling, May 2018 – April 2019**

- Code and enter invoices for all depots in Coda v13 live
- Print barcodes for all enter invoices and scan and receive in trade • One of three remaining staff members closing out the files by either completing them, sending them to construction management or grant recovery
- Examined closed application files for internal and external audits for the Affordable Compensation Grants
- Collected, analyzed, and reported data into eGrants Plus and JIRA for Post-closing audit of the Affordable Compensation Grant
- Calculated applicant's income work sheets and Community Development Block forms to determine file eligibility
- Interacted with internal and external applicants to identify, develop, and implement program requirements. Enhanced process efficiencies by maintaining accurate case files, utilizing Microsoft Excel to develop tracking spreadsheets
- Post and file all invoices for weekly payments
- Assist with weekly check runs and vendors call with problem invoices



- Weekly matrix to all project managers for open invoices

#### **Contract Quality Assurance Quality Control, GrantWorks, Inc, December 2018 – March 2019**

- Review applications for Community Development Block Grant for the Greater Land of Texas
- Review and interpret correspondence, documents for Duplication of Benefits
- Requested missing and updated documents from case managers as needed
- Moved eligible Application to pre-construction through TIGR system

#### **Disaster Recovery Case Manager, LA Road Home Program, Franklin Industries, April 2008 – March 2018**

- Optimized company's operations by contributing to completion of special projects
- Maintained workflow through Case Management
- Processed files for Eligibility/Determination
- Worked in the Quality Control (QA/QC) to ensure program eligibility
- Advised and assisted applicants in the understanding of policies and procedures, by identifying required documentation to complete the grant process, contacted applicants regarding missing documents necessary for compliance and monitoring
- Review and obtain compliance documents to satisfy the Program's requirements. Conducted full file reviews to assist applicants with the unmet need, construction management and grant recovery process, Prepared files for closings
- Assisted the call center with call overflows to ensure all applicants' concerns were addressed
- Led a small group in a special project to examine all Individual Mitigation Measures Grant Not Eligible files to confirm program ineligibility and send to terminal disposition.
- Supported the Construction Management Team logging/filing completed jobs, updating daily scope of work and pictures from completed inspection into SharePoint, printed maps, and expenses for inspectors, performed background checks on new contractors, and analyzed contracts and payments to determine contractor fraud and ascribe an amount to be allocated back to the project.
- Inspected properties for compliance - HUD regulations interview applicants Input information and photos into system QC field inspections for accuracy
- Contacted applicants and contractors when construction draws were ready for signature and add the completed documents and payments to SharePoint
- Trained new hires, reviewed, and performed audits on eligible applications for Additional Affordable Compensation Grants funded by Community Development Block Grant for the Louisiana Road Home Program
- Trained co-workers on procedures and process of the Individual Mitigation Measures Grant and processed Individual Mitigation Measures files for final disbursement
- Assisted new hires on timesheets and NetConsole procedures
- Maintained office supplies and created purchase orders for supplies needed

#### **Accounting Administrator, Petrotech, Inc, January 2009 – October 2009**

- Ensured timely payment of bills and expense reports properly cost and expensed
- Assigned project numbers as requested set up maintain project files
- Assisted the warehouse with purchases and shipping

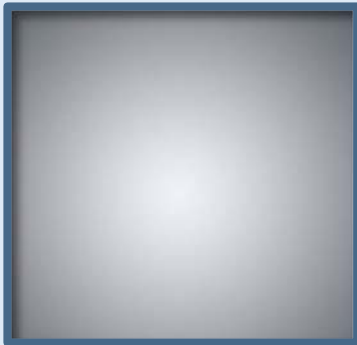


- Recorded all electronic fund transfer payments through accounts payable and maintain all accounts payable files in Solomon and Microsoft Dynamics SL. Assist Controller with invoicing, month end close and project maintenance




## Employment

- HGA, April 2021–present
- Hammerman and Gainer, March 2021 – April 2021
- Craftsman/Shimizu, February 2020 – March 2021
- Adecco Group/Southern Recycling, May 2018 – April 2019
- GrantWorks, Inc., December 2018 – March 2019
- Franklin Industries, April 2008 – March 2018
- Petrotech, January 2009 – October 2009





### Meets Position Requirements

- 
 Minimum of three years of experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- 
 Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR’s Housing Manual.
- 
 Demonstrated expertise in other programs as defined by the State’s Action Plan, and in programs that support the eligibility determination of housing programs, including infrastructure, economic development, environmental review, damage assessments, and site-specific environmental reviews.

### 10 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Quality Assurance/Quality Control (QA/QC)
- ▶ Database Administration
- ▶ Records Management
- ▶ Reporting
- ▶ Financial Management
- ▶ Training

#### EDUCATION

- ▶ M.P.A., Public Administration, Walden University, Minneapolis, MN, 2011
- ▶ B.S., Justice and Public Safety, Auburn University, Montgomery, AL, 2005

#### CERTIFICATIONS

- ▶ Graduate Certificate in Human Resources
- ▶ Alabama Adjuster License-Property & Casualty (including Workers Compensation), February 2019–February 2023

### Bio Highlights

- 11 years of experience in case management, including serving in a team lead position providing QA/QC.
- Provided support directly to FEMA in support of housing programs for multiple disasters.
- Effectively communicates across all levels of management.
- Has mastery of complex regulations and handles high volumes of caseloads.

### Relevant Experience

#### Program Supervisor, NCORR HOPE Program, HGA, 2021-2022

- Oversees a team of staff.
- Review files to ensure compliance with all program requirements
- Complete document review checklist and report missing documentation
- Process applications in accordance with Program policies, procedures, and business processes.
- Verify the award amounts, eligibility, and other tasks associated with the application processing, including quality control review.

#### Customer Service Representative/Loan Closing Specialist, Small Business Administration (SBA) Office of Disaster Assistance, Atlanta, GA, May 2016–February 2021

- Guided borrowers through the entire loan closing process from application to closing for both secured and unsecured home loans, executing mortgages and other security instruments.





- Conducted file reviews to ensure completeness and accuracy of loan applications to include financial documents such as profit and loss statements, balance sheets, tax returns, schedules of liabilities, personal financial statements.
- Analyzed tax returns and financial statements of individuals, sole proprietorships, and complex business organizations (e.g., corporations, general and limited partnerships, LLCs).
- Assisted with closing loans for complex business organizations, non-profits, and churches.
- Explained specific loan closing documents (e.g., Loan Authorization and Agreement, Promissory Note, Mortgage, Uniform Commercial Code (UCC) Financing Statement, Personal Guaranty, etc.) to borrowers.
- Served as liaison between local, state, and federal organizations to ensure ongoing center operations.
- Interviewed high numbers of applicants, typically in stressful circumstances, and explained complex rules and regulations of the loan program.
- Managed intake interviews and helped individuals and businesses gather pertinent information to complete loan applications.
- Used an Oracle-based database to update and retrieve customer information. Used computer applications such as SharePoint, Salesforce, and Rapid Portal.
- Served as Team Lead leading a team of more than 10 people, ensuring QA/QC.
- Conducted staff meetings and training sessions.

#### **Customer Service Representative, SBA Office of Disaster Assistance, Atlanta, GA, February–May 2016**

- Managed intake interviews and helped applicants gather information to complete loan applications.
- Communicated with a diverse customer base about financial matters in a business setting.
- Reviewed and helped to prepare financial documents such as profit and loss statements, balance sheets, tax returns, schedules of liabilities, and personal financial statements.
- Analyzed tax returns and financial statements of individuals, sole proprietorships, and complex business organizations.
- Assisted borrowers with closing secured and unsecured home loans and executing mortgages and other security instruments. Explained specific loan closing documents to borrowers.
- Assisted with closing loans for complex business organizations, non-profits, and churches.
- Created spreadsheets and presentations using Excel and SharePoint.
- Used an Oracle-based database for update and retrieval of customer information.
- Served as Team Lead leading a team of more than 10 people in a collaborative manner.

#### **Substitute Teacher (K–12), Douglas County School System, Douglasville, GA, September 2012–January 2016**

- Worked regularly as a long-term substitute in the Douglas County School System. Taught courses in Math, Social Studies, and French.
- Planned and delivered lessons in accordance with Georgia and County standards. Employed modern methods that motivate and elicit engagement by students.
- Managed classrooms in a manner that ensured discipline and student growth. Drafted and recorded progress reports and communicated regularly and effectively with parents, administrators, and other teachers.



- Administered standardized tests, preserving exam security and integrity.

#### **Applicant Services Program Specialist, Federal Emergency Management Agency (FEMA), New York, NY, November 2012–April 2013**

- Provided advice and guidance to applicants for the delivery of disaster recovery programs and services.
- Served as temporary Disaster Recovery Center (DRC) manager to assist with closing the DRC.
- Conducted file reviews to ensure applicants were in compliance with FEMA housing guidelines.
- Collaborated with state, local, and voluntary agency representatives to effectively work on disaster recovery.
- Gathered information to support planning and decision-making and disseminated it to management.
- Researched and documented case files using the National Emergency Management Information System (NEMIS), which required knowledge of various areas of emergency management and its specialized terminology.
- Provided applicants with appropriate referrals to other federal, state, and local agencies, voluntary organizations, and faith based organizations.
- Provided information regarding Individual Assistance (IA) programs to internal and external partners.
- Identified and resolved issues that needed to be addressed and made necessary changes to data as authorized.
- Helped survivors locate alternative housing to help with the recovery process.
- Participated in ongoing training and professional development opportunities.

#### **Program Support Assistant – Office Administration, Department of Veterans Affairs, Birmingham, AL October 2009–June 2011**

- Researched and collected data for project studies and grant submission.
- Presented recommendations for resolving issues and discussed discrepancies with management and leadership at weekly meetings.
- Prepared after-action reports and made recommendations for changes based on analysis.
- Communicated with personnel in other departments via e-mail, mail correspondence, face-to-face meetings, and telephone/conference calls.
- Monitored and tracked employee trainings, remedy tickets, Institutional Review Board (IRB) amendments, and investigator contacts using Excel and Microsoft Office.
- Prepared time and attendance (T&A) reports and served as point of contact on all T&A matters, including posting time for each employee, submitting corrected timecards when discrepancies were found, and changing duty tours.
- Coordinated travel for principal investigators and scheduled meetings and conference calls.
- Managed and coordinated grant submissions for multi-site studies under the Center for Surgical, Medical Acute Care Research & Transitions (C-Smart).
- Maintained inventory of office supplies, including hardware. Submitted supply orders using contracted vendors. Kept track of office inventory.
- Gathered information to support planning and decision-making and disseminated it to management for preparation of IRB submissions.



- Researched literature and journal publications for preparation of manuscripts and grant submissions; wrote and edited technical materials, including reports of research findings for the Health Services Research and Development Service (HSR&D) ART Report.
- Served as administrator for HSR&D ART Reporting Database, which included inputting personnel information and generating publication reports for supervisory review.
- Maintained practical knowledge of policies, laws, and regulations pertaining to health administration programs, including Health Insurance Portability and Accountability Act of 1996 (HIPAA) law, Privacy Policy, Information Security 201, and compliance and business integrity pertaining to health care practices.

#### **Housing Advisor-Recertification, FEMA, New Orleans, LA, September 2007–May 2009**

- Managed a case load of more than 80 residents living in temporary housing. Communicated program, policy, and procedural information to applicants. Advised applicants and landlords on the application process.
- Conducted field visits to interview applicants housed in travel trailers. Performed field inspections and assessments of damaged sites and identified mitigation opportunities.
- Monitored and followed up with applicants on obtaining permanent housing.
- Conducted file reviews to ensure applicants were in compliance with FEMA housing guidelines.
- Researched applicant files using NEMIS and the FEMA Response and Recovery Applicant Tracking System (FRRATS) to determine appropriate case actions. Entered daily case notes into systems as applicable.
- Implemented the process and procedure for the Disaster Housing Assistance Program (DHAP).
- Collected, assembled, and tracked daily activities to input into productivity report for supervisor review.
- Coordinated, collected, and inventoried personal property (IPP) on abandoned travel trailers with applicants' personal belongings inside.
- Served as mediator between landlords and applicants for lease agreements. Negotiated deposit and rental payments for applicants.
- Referred applicants to the Voluntary Liaison Agency (VOLAG).
- Performed inspections of damaged dwellings and performed move-out inspections on unoccupied travel trailers.
- Investigated trailer location and case action using the Work in Progress (WIP) system.

#### **Financial Support Case Manager, Mobile County Department of Human Resources, Mobile, AL, June 2006–August 2007**

- Worked closely with clients receiving Temporary Assistance to Needy Families (TANF). Managed and organized a case load of more than 90 clients.
- Conducted face-to-face interviews with clients to determine the most appropriate case action. Devised action plans with clients that outlined goals and career plans to be achieved.
- Implemented component activities to help clients achieve their established goals.
- Completed case narratives once assessments were completed.
- Updated client files and collected and compiled information to prepare reports for supervisory review.
- Identified client barriers and formulated plans to eliminate or reduce barriers.
- Negotiated with potential employers about hiring clients.






## Employment

- HGA, 2021-present
- Small Business Administration (SBA) Office of Disaster Assistance, 2016–2021
- Douglas County (GA) School System, 2012–2016
- Federal Emergency Management Agency (FEMA), 2012–2013
- Department of Veterans Affairs, 2009–2011
- FEMA, 2007–2009
- Mobile County (AL) Department of Human Resources, 2006–2007



### Meets Position Requirements

- 
 Minimum of three years' experience in compliance or equivalent work for a CDBG-DR grantee or subrecipient of approximate size and/or scope to North Carolina.
- 
 Demonstrated expertise in single-family recovery programs, including rehabilitation, reconstruction, elevation, and construction management for single-family programs, other housing programs as defined by NCORR's Housing Manual, including but not limited to buyout, small rental repair, and multifamily new construction.
- 
 Demonstrated expertise in other programs as defined by the State's Action Plan, and in programs that support the eligibility determination of housing programs, including but not limited to infrastructure, economic development, environmental review, damage assessments and site-specific environmental reviews.

### 16 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ QA/QC
- ▶ Records Management
- ▶ Quality Assurance
- ▶ Compliance Management
- ▶ Document Management
- ▶ Administrative Experience

#### EDUCATION

- ▶ College Degree, University of New Orleans, May 2002 to 2004

### Bio Highlights

- 16 years of disaster recovery experience.
- Supported recovery efforts in multiple states, including North Carolina.

### Relevant Experience

#### Compliance Specialist, NCORR HOPE Program, HGA, 2021-2022

- Review files to ensure compliance with all program requirements
- Complete document review checklist and report missing documentation
- Process applications in accordance with Program policies, procedures, and business processes.
- Verify the award amounts, eligibility, and other tasks associated with the application processing, including quality control review.

#### Eligibility QC Specialist (Disaster Recovery), Rebuild Florida, Housing Repair and Replacement Program for Hurricane Irma, Florida, December 2019-2021

- Responsible for verifying all duplication of benefits by comparing documentation provided by applicants with state data sets.
- Verification of eligibility of files and documents received to correspond with the policies and procedures of the grant.
- Create reports and daily updates of case assignments. Ensured compliance is met with Federal, State, and Local regulations and ordinances.



### **Eligibility Specialist, ReBUILD NC - Hurricane Matthew, IEM, Austin, TX, November 2017–present**

- Responsible for Verification of duplication of benefits by comparing and analyzing items and collateral to documentation. Verification of eligibility of each applicant to correspond with the policies and procedures of the grant.
- Provides financial control information by collecting, analyzing, and summarizing data.

### **QC Reviewer, Historic 2016 Flood—IEM, Baton Rouge, LA, May 2017–December 2019**

- Responsible for verifying all duplication of benefits by comparing documentation provided by applicants with state data sets.
- Quality control auditing of application files and documents received. Create reports and daily updates of case assignments.
- Ensured compliance is met with Federal, State, and Local regulations and ordinances.
- Began program as case manager working directly with applicants affected by the Historic 2016 flood in Louisiana to submit applications for repair assistance.
- Provided knowledge for guidelines and eligibility requirements set by HUD and program policy. Collected all required documentation to meet program guidelines to be eligible to receive grant.
- Ongoing liaison for applicant and program management. Within two months was promoted to Verification of Benefit team.

### **Office Manager, BeBose Construction, LLC, Gonzales, LA January 2015 to May 2017**

- Responsible for all office related tasks.
- Managed confidential information for all employees and conducted direct customer relations.
- Maintained all company files and inventory records.
- Processed payroll, bookkeeping, accounts payable and accounts
- Maintain vendor/customer and purchase/sales records utilizing departments internal software programs

### **Document Management Specialist/ Analyst II, Road Home LA Program, Maier Consulting & Management Solutions - Baton Rouge, LA, November 2012 to November 2014**

- Maintained computerized and manual records management systems for the state of Louisiana's official documents.
- Prepared and record changes to official documents and confirmed changes with legal and compliance management staff.
- Performed quality assurance measures to ensure that all documents have no errors and are submitted promptly.
- Participated in the development, implementation, and maintenance of policies and procedures for the recording, indexing, filing, and retrieving of active documents and the storage of inactive documents.
- Assisted in developing a work plan for the records management function and review, evaluate, and make recommendations on work products, methods, procedures, and policies.
- Worked with the HMGP team in assisting with applicant files audits, with back-to-back file checks for errors and or missing files and data entry.

### **Image Technician / Data Entry SME, ACS - Baton Rouge, LA, November 2010 to February 2012**



- Process incoming mail, Image all documents affiliated with applicant files, Data entry, establish applicant file folders, Responsible for maintaining of various spreadsheets, all other clerical duties. I also played a significant role in long term planning, including an initiative geared toward operational excellence.
- Oversaw UPSP systems and controls for my department.
- Managed office supplies including a complete item inventory list.
- Ensured all paperwork was filled out without any errors.
- Maintained organization of fiscal documents.
- Attended regular meetings with the Department Manager and Team Lead about program events and change

#### **Rental Advisor / DS Team Member, ICF - Baton Rouge, LA, August 2007 to October 2008**

- Manager in running the day-to-day operations of the DS office. I built and fostered daily open communication with applicants and maintained confidentiality of both the individual and company's personal information.
- Processed incoming mail, imaged all documents affiliated with applicant files, Data entry, established applicant file folders, Responsible for maintaining of various spreadsheets.
- Assisted Hazard Mitigation team with preparing all required reports for active FEMA mitigation grant projects for submission to the State.
- Provided QA\QC for requested applicant files as needed for the state.
- Responsible for reviewing all applications for errors and completion.
- Drafting updated community plans and procedures.

#### **Rental Advisor / DS Team Member, ICF - Baton Rouge, LA, August 2007 to October 2008**

- Manager in running the day-to-day operations of the DS office. I built and fostered daily open communication with applicants and maintained confidentiality of both the individual and company's personal information.
- Processed incoming mail, imaged all documents affiliated with applicant files, Data entry, established applicant file folders, Responsible for maintaining of various spreadsheets.
- Assisted Hazard Mitigation team with preparing all required reports for active FEMA mitigation grant projects for submission to the State.
- Provided QA\QC for requested applicant files as needed for the state.
- Responsible for reviewing all applications for errors and completion.

#### **Senior Dispatcher/ Call Center, FEMA Hurricane Katrina Del-Jen, Inc. /Fluor - Baton Rouge, LA, April 2006 to July 2007**

- Assisted Hazard Mitigation team with preparing all required reports for all active FEMA mitigation grant projects for submission to the State.
- Assisted in

#### **Customer Service Representative/ Call Center, FEMA Hurricane Katrina Del-Jen, Inc. /Fluor - Baton Rouge, LA, April 2006 to July 2007**

- Prepare, record, and issue service orders to the DJI work force for field work orders, Schedule service order completion time according to contract outlines, provide technical assistance to Key Entry Operators on a required basis, Document tenant information in MAXIMO database.
- Performed site project research and evaluation as directed.



- Assisted Hazard Mitigation team with preparing all required reports for all active FEMA mitigation grant projects for submission to the State.
- Assisted in drafting updated community plans and procedures. Provided help on various mitigation methods available for community including acquisition and relocation, elevation, demolish and rebuild, flood proofing and retro fitting.

## Employment

- HGA, 2021-Present
- IEM, May 2017- 2021
- DeBose Construction, LLC, January 2015-May 2017
- Maier Consulting & Management Solutions, November 2012 – November 2014
- ACS, November 2010 – February 2012
- ICF, August 2007 – October 2008
- Flour, April 2006 – 2008





**Meets Position Requirements**

- ✓ Minimum of three years of direct experience in CDBG-DR financial management for a CDBG-DR grantee of equivalent or greater size to North Carolina.
- ✓ Experience authoring financial policies and procedures in accordance with cross-cutting federal regulations for a CDBG-DR grantee.
- ✓ Direct experience managing financial controls for a grantee, developing accounting and budgeting plans and processes.
- ✓ Experience in monitoring and compliance, or a combination of skills and expertise to provide expert administrative support to NCORR’s Finance and Compliance division.

*27 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Financial Management
- ▶ Compliance
- ▶ Training

**EDUCATION**

- ▶ M.S., Business and Emergency Management, University of Maryland University College, Adelphi, MD
- ▶ B.S., Urban Planning and Disaster Policy, University of New Orleans, New Orleans, LA

**CERTIFICATIONS**

- ▶ Educator License, State of Mississippi
- ▶ Louisiana Real Estate Broker’s License, inactive
- ▶ Maryland Real Estate Broker’s License, inactive

**Bio Highlights**

- Currently serving as a Compliance SME supporting NCORR’s HOPE Program in compliance quality control, recapture and fraud reviews, and policy development.
- Develops policy and procedures for management, execution, and monitoring of compliance financial management processes for maintaining all records in audit-ready status.
- Served for three years as the Housing SME for Hurricanes Katrina, Rita, Gustav, and Ike CDBG-DR–funded housing programs.
- Responsible for comprehensive monitoring and land use planning of all federal, state, and local funding for West Baltimore for three years under both the private and public sectors.
- Has extensive knowledge, authoring, and execution experience in land use and real estate contracts, development of funding vehicles, and implementation of training, research, planning, policy, and program administration of multiple contracts.
- Extensive experience negotiating with stakeholders for redevelopment of neighborhoods to eliminate blight using public and private funding.

**Relevant Experience**

**Compliance SME, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation for Housing Opportunities and Prevention of Evictions (HOPE) Program—KSBR, Raleigh, NC, August 2021–present**

- Develops policy and program procedures for the recapture of approximately \$10 million in Emergency Rental Assistance Program (ERAP) funding fraudulently gained or system duplicated.



## AFFILIATIONS

- ▶ American Planning Association
  - ▶ Beautification Commission, Board Member
  - ▶ Parks Commission, Board Member
  - ▶ Library Committee, Member
  - ▶ Rotary Club, Member
- Supervises teams performing special projects (closeout projects) for the statewide ERAP funded by the CARES Act and the American Rescue Plan Act (ARPA).
  - Manages, monitors, and coordinates workflow, controls, and results metrics for team growth and success.
  - Interacts with and advises the client daily regarding team production and quality, process enhancements, identification of emerging trends, and other identified issues.
  - Devises solution-oriented strategies for program success and progress.
  - Develops training materials and conducts training efforts to ensure consistency and quality for teams while building and adding individual team member skillsets.
  - Produces job aids to assist Compliance teams and other Program teams with decisions regarding compliance; preventing fraud, waste, and abuse; and recapture recommendations.
  - Reviews, documents, and drafts reports regarding fraud allegations and recapture recommendations and outcomes.
  - Leads performance of resolution activities to maximize program reach, effectiveness, and efficiencies.

### **Sr. Disaster Recovery/Grant Manager, South Dakota Business Interruption Grant, Green Key Resources—Guidehouse, Chicago, IL, October 2020–August 2021**

- Completed reviews of more than 500 applications for small business grants (South Dakota Business Interruption grants) of up to \$500,000 involving critical revenue thresholds, business classification (according to the IRS), and profit and loss data.
- Made quality control decisions (pass or fail) based on eligibility and compliance guidelines in accordance with the CARES Act/Coronavirus Relief Fund (CRF).
- Reviewed applications for accuracy, compliance, and completeness in accordance with federal and program guidelines.
- Identified deficiencies in submitted applications.
- Provided detailed information regarding adverse quality trends that could impact program effectiveness and funding.

### **Management Consultant, State of Kansas, Coronavirus Relief Programs—Witt O'Brien's, Houston, TX, September 2020–August 2021**

- Managed over \$4 million of CARES Act/Coronavirus Relief Fund (CRF) programs and projects to mitigate long-term impacts of the COVID-19 pandemic.
- Performed research, applied appropriate analytical methodologies, and summarized findings for eligibility of expenditures and grant applications according to CRF.
- Reviewed and sorted submitted documents and grant agreements for accuracy and completion in accordance with federal and program guidelines.
- Performed eligibility reviews, identified deficiencies, and worked with client to resolve.
- Reviewed supporting documentation for grants to ensure that each subrecipient or beneficiary received appropriate reimbursement for approved federally funded programs.



- Issued provisional grant award letters to grant applicants within specified timeframes.
- Engaged directly with grantees and subrecipients to correct issues with documentation.
- Applied Financial Internal Controls Uniform Guidance (2CFR200) to manage grant expenditures.
- Performed closeout activities including:
  - Assessed project status, costs, and supporting documentation against the corresponding grant’s scope of work.
  - Researched details of written approved grants, contracts, invoices, payment logs, timesheets, purchase orders, procurement, and other documentation to help resolve cost inconsistencies in a grant.
  - Provided feedback when grant funding adjustments were needed due to duplication of funding, additional scope of work items, or changes in project costs.
  - Performed risk assessment of subrecipient programs/projects.

#### **Grant Manager, State of Louisiana, CDBG-DR Programs for Hurricanes Katrina, Rita, Gustav & Ike—Waggoner Engineering, New Orleans, LA, November 2009–October 2012**

- Performed disaster recovery management for Hurricanes Katrina, Rita, Gustav, and Ike.
- Managed \$40 million in complex CDBG-DR programs and projects simultaneously (housing and infrastructure).
- Provided technical assistance to grantees and sub-grantees regarding compliance with applicable city, state, and federal requirements, overseeing financial and program aspects of CDBG-DR regulatory compliance (grant writing, procurement, Davis Bacon labor compliance, environmental, Section 3, and mitigation strategies).
- Interpreted and acted on policies, regulations, and procedures set forth by company and HUD.
- Initiated and maintained relationships with client contacts to facilitate program and project activities.
- Developed and refined scope of projects, as well as project and program design for grantees and sub-grantees including State and City government, non-profits, and other non-governmental organizations.

#### **Project Manager/Real Estate Agent II, City of Baltimore Housing and Community Development, Office of Asset Management and Property Disposition, Baltimore, MD, May 2004–July 2007**

- Managed over \$60,000,000 in complex community development projects simultaneously.
- Managed pre- and post-award activities for public offerings of City-owned property.
- Developed and wrote ten Requests for Proposals (RFPs) incorporating affordable housing HOME fund goals.
- Analyzed responses to 15 RFPs for redevelopment of blighted neighborhoods.
- Authored relevant legal documents for presentations to Commissioners, City Council, and Mayor.
- Conducted on-site visits for monitoring purposes and performed project closeout activities.
- Organized and participated in planning activities for neighborhood revitalization.
- Responsible for oral presentations to neighborhood organizations.
- Worked with diverse communities to develop neighborhood redevelopment plans

## **Employment History**





- KSBR, August 2021–present
- Guidehouse, October 2020–August 2021



- Witt O'Brien, September 2020–August 2021
- Waggoner Engineering, November 2009–October 2012
- City of Baltimore, May 2004–July 2007



### Meets Position Requirements

- 
 Minimum of three years of direct experience in CDBG-DR financial management for a CDBG-DR grantee of equivalent or greater size to North Carolina.
- 
 Experience authoring financial policies and procedures in accordance with cross-cutting federal regulations for a CDBG-DR grantee.
- 
 Direct experience managing financial controls for a grantee, developing accounting and budgeting plans and processes.
- 
 Experience in monitoring and compliance, or a combination of skills and expertise to provide expert administrative support to NCORR’s Finance and Compliance division.

### 31 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Community Development Block Grants for Disaster Recovery (CDBG-DR), Mitigation (CDBG-MIT), and Coronavirus (CDBG-CV)
- ▶ Policy Development
- ▶ Program Management
- ▶ Financial and Programmatic Auditing of Federal Grant Subrecipients
- ▶ Affordable Housing Program Implementation and Administration
- ▶ Low-Income Housing Tax Credits (LIHTC)
- ▶ Technical Assistance (TA)

#### EDUCATION

- ▶ M.S., Economics, George Mason University, Fairfax, VA, 1989
- ▶ 60 graduate hours, Wesley Theological Seminary, Washington, DC, 1991–1993
- ▶ B.A.s, Economics and German, University of Colorado, Boulder, CO, 1987

### Bio Highlights

- Serves as a general technical assistance resource, with more than 30 years of experience working with CDBG, CDBG-DR, CDBG-MIT, CDBG-CV, American Rescue Plan Act (ARPA), Economic Development Administration (EDA), Community Services Block Grant (CSBG), Section 108 loan securitization, HOME Investment Partnerships, Section 811, and LIHTC, monitoring for both fiscal and programmatic compliance (including complex multi-layered funded projects).
- Certified by HUD as a HOME Program Specialist authorized to provide technical assistance to participating jurisdictions.
- Expert in federal statutory grant compliance associated with HOME, CDBG, and Economic Development Initiative grants.
- Has written annual action plans, five-year consolidated plans, and CDBG-DR Action Plans, including the first CDBG-MIT Action Plan approved by HUD.
- Provides technical assistance under the HUD Community Compass program to grant recipients and subrecipients in West Virginia, Florida, Alaska, South Carolina, and local grant recipients throughout the U.S.
- Subrecipient projects managed have included economic development, municipal facilities, infrastructure, production and preservation of affordable housing, and public services (including transitional housing, first-time homeownership, housing counseling, and eviction/foreclosure prevention).
- Helps communities to prepare EDA applications for grant funding of eligible proposed projects by performing necessary research and writing.
- Oversaw programs that received “no findings” or other concerns in HUD monitoring and audits.



## CERTIFICATIONS

- ▶ Project Management Certificate, Cornell University, March 2022
- ▶ Certified HOME Program Specialist, 2009
- ▶ Public Housing Manager, 1996
- ▶ Housing Quality Standards (HUD HQS), 1995

## TRAINING

- ▶ Various CDBG program course completion certificates
- ▶ Fluent in Spanish and German, proficient in French.

## PROFESSIONAL AFFILIATIONS

- ▶ Housing and Nonprofit Developers (HAND), member
- ▶ National Association of County Community and Economic Development (NACCED), past committee member
- ▶ National Associations of Counties
- ▶ National Association of Development Organizations

- Fluent in Spanish (verbal and written).

## Relevant Experience

### Technical Advisor, HUD Community Compass, Technical Assistance—HGA, Multiple Locations, 2021–present

- Developed and presented technical assistance training for HUD CDBG-DR, CDBG Entitlement, and CDBG-MIT grant recipients and subrecipients.
- Provided technical assistance to date in the areas of Environmental Review Records (ERRs), Economic Development, Uniform Relocation Assistance and Real Property Acquisition Act (URA), and Disaster Recovery Grants Reporting (DRGR) System Reporting and Compliance.

### Program Policy SME, Texas General Land Office (GLO), Texas Back in Business (TBIB) CDBG-DR Economic Revitalization Program (ERP)—HGA, Austin, TX, 2020–present

- Responsible for implementing policy and program delivery protocols for the ERP, which serves more than 2,500 business applicants in economic stabilization and recovery efforts following Hurricane Harvey.
- Works in tandem with GLO and imbedded contract staff to develop eligibility and underwriting processes to guide staff in evaluating applications and providing grant funding to eligible businesses in 49 most impacted and distressed (MID) counties.
- Serves as lead policy staff for GLO leadership, providing expert guidance on federal policy and best practices on this novel economic development undertaking that has not previously been provided under this model in the CDBG-DR space.
- Reviews all eligibility and underwriting processes and makes final recommendation for applicant funding to GLO.

### Program Policy SME, East Baton Rouge Parish/City of Baton Rouge Office of Community Development (OCD), Technical Assistance for HUD Declared Disaster Recovery Fund (DDRF), CDBG, HOME, ESG, and HOPWA Housing and Infrastructure—HGA, Baton Rouge, LA, 2020–present

- Reviews non-profit housing development organizations applying for or recertifying their status as a Community Housing Development Organization (CHDO) to ascertain their eligibility to compete for HOME funds.
- Reviews, evaluates, and scores competitive proposal submissions for HOME funds from affordable housing development organizations

### Program Manager and Senior Operations Consultant, Puerto Rico Department of Housing (PRDOH), Grant Management for HUD CDBG-DR and CDBG-MIT Housing and Infrastructure—HGA, San Juan, PR, 2020–2021

- Responsible for rewriting guidelines and drafting original standard operating procedures for the \$1.7 billion CDBG-DR City Revitalization Program.
- Worked with project managers, consultants, and subrecipient staff, as well as sister agencies in Puerto Rico that leverage other funding such as EDA and CARES Act (COVID-19 response) funding for projects.





- Developed and implemented the Notice of Funding Availability for the 72 subrecipient *municipios*, University of Puerto Rico set-aside, and community resilience centers.
- Wrote policy for affordable housing development (ownership and rental) for the City Revitalization Program as well as revisions to Program Guidelines and standard operating procedures for acquisition and relocation, environmental reviews, Davis-Bacon and related acts, and other federal statutory compliance that impacts compliant program delivery.
- Worked in conjunction with projects partially funded by Puerto Rico Economic Development Authority.
- Reviewed all project applications from subrecipients to PRDOH, performed due diligence, confirmed federal statutory compliance, and made recommendations to PRDOH to fund and approve projects.

#### **Program Manager, North Carolina Office of Recovery and Resiliency (NCORR), Disaster Recovery Program Management—HGA, Raleigh-Durham, NC; 2019–2020**

- Served as lead subject matter expert and *ad-hoc* infrastructure, multi-family, and small rental technical advisor, working in conjunction with subrecipients, housing authorities, and the North Carolina Housing Finance Agency.
- Responsible for overall professional staff management, compliance, federal reporting, action plan and subsequent amendment writing, certification, and implementation of CDBG-DR and CDBG-MIT awards and state- and subrecipient-managed projects.
- Coordinated work between HGA embedded staff, North Carolina state employees, and other contract staff.

#### **Senior Grant Manager, NY Governor's Office of Storm Recovery (GOSR), New York Rising Community Reconstruction—HGA, Rockland, Orange, Ulster, Schoharie, and Montgomery Counties, NY, 2015–2019**

- Provided technical assistance and training as subject matter expert to GOSR staff.
- Responsible for overall grant management, compliance, procurement, implementation, and closeout for federally assisted (CDBG-DR) projects.
- Projects included infrastructure rehabilitation/new construction, stream bank restoration, public facilities, and studies for future implementation/resilience.
- Successfully met project timelines, expenditure deadlines, and fiscal constraints.
- Substantially analyzed storm, economic, and demographic data to develop project applications for funding disaster-impacted communities.
- Responsible for duplication of benefits and unmet needs analysis.
- Generated narratives for HUD quarterly program reports and data that feeds the annual action plans.

#### **Senior Manager, Community Development, Institute for Building Technology and Safety (IBTS), Ashburn, VA, 2013–2014**

- Responsible for securing new opportunities in small city CDBG grants, CDBG-DR-funded projects, and CDBG entitlement contract work.
- Successfully supported and expanded a highly specialized staff for the New York City Build It Back Program.
- Facilitated, spoke in, and organized panel discussions at national organization conferences, including National Association of Counties (NACO), National Association of Housing and Redevelopment Officials (NAHRO), and International City/County Management Association (ICMA).
- Responsible for the submission of two National Disaster Resilience Competition (NDRC) state applications that included substantial data aggregation, analysis, and synthesis, as well as generation of the associated Most Impacted and Distressed Unmet Recovery Need analysis and checklist.



### **Federal Programs Manager, County of Arlington, Arlington, VA, 2008–2014**

- Responsible for the County's annual multimillion-dollar HOME Investment Partnerships, Community Development, and Emergency Services (ESG) formula grants.
- Wrote annual action plans and five-year consolidated plans. This included housing and homeless needs assessment as well as housing market analysis.
- Responsible for fiscal and programmatic monitoring oversight of more than 30 subrecipients, including public service, economic development, and affordable housing development activities.
- Appointed by County Board as Certifying Officer for National Environmental Policy Act (NEPA) environmental reviews and compliance, Section 3 Plan author and program compliance, and membership on the Workforce Investment Board.
- Served as staff to the Community Development Citizen Advisory Committee, which provides oversight and public input for all annual formula grants and consolidated and annual action plans submitted to HUD.
- Provided technical assistance to other regional participating jurisdictions and entitlement communities on effective and compliant program administration.
- Developed HOME and CDBG program manuals, environmental review templates, and subrecipient monitoring forms that were used by HUD as models for other entitlement communities and participating jurisdictions.

### **Deputy Director, Loudoun County Department of Economic Development, Leesburg, VA, 2006–2008**

- Responsible for the daily operations of the Department of Economic Development in the fastest-growing county in the U.S.
- Staffed the Board-appointed Economic Development Commission; led the partnership with three peer jurisdictions in Germany, France, and Austria; and led the County's strategic and communication initiatives related to economic development policies.
- No findings or concerns were ever raised by HUD monitoring visits; program manuals and plans were used by HUD as templates for other entitlement communities and participating jurisdictions.
- Led departmental rebranding efforts, including new marketing collateral and web design.
- Responsible for growing an international business cluster in the County. Served as liaison between the County's Board and the Economic Development Commission. Authored strategic white papers and studies to guide County policy.
- Authored the Sister County agreement with the Main-Taunus-Kreis in Germany and accompanied County Board Chair and business leaders to document signing in Germany to provide translation and marketing outreach.

### **Housing Community Developer, Real Estate Finance and Grants Management Division, Fairfax County Redevelopment and Housing Authority, Fairfax, VA, 1993–2006**

- Initially responsible for federal statutory grant compliance associated with HOME, CDBG, and Economic Development Initiative (EDI) grants. The position grew to include community infrastructure planning and preservation as well as complex project financing applications.
- Coordinated all aspects of federal statutory grants compliance.
- Managed capital and community infrastructure rehabilitation and construction projects.
- Responsible for conservation area plans and Section 108 Loan Securitization application submissions to HUD.
- Managed and audited subrecipient contractors.





## Employment History

- HGA, 2015–present
- IBTS, 2014–2015
- County of Arlington, VA, 2008–2014
- Loudoun County, VA, Department of Economic Development, 2006–2008
- Fairfax County, VA, Redevelopment and Housing Authority, 1993–2006
- Housing Opportunities Commission of Montgomery County, MD, 1990–1993



### Meets Position Requirements

- ✓ Minimum of three years of experience in CDBG-DR single-family program policy and implementation for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Strong writing and communication skills, organizational skills, substantial knowledge of NCORR’s single-family housing program, ability to interpret complex regulations, Federal Register notices, duplication of benefits policy, and make policy and program recommendations to NCORR staff.

### 8 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Policy and Procedure Development for Recovery Programs
- ▶ Project Management
- ▶ Construction Management
- ▶ Training
- ▶ Property Inspections
- ▶ Damage Assessment
- ▶ Quality Assurance/Quality Control (QA/QC)
- ▶ Xactimate
- ▶ XactAnalysis

#### EDUCATION

- ▶ B.B.A., Finance, Georgia Southern University, Statesboro, GA, 2007

#### CERTIFICATIONS

- ▶ P&C Adjuster Licenses: Louisiana resident license; Georgia, Florida, and Texas non-resident licenses

- Performs data analysis to demonstrate NCORR’s success and to provide the basis for future action plan amendments.

### Bio Highlights

- Exclusively supporting CDBG-DR programs since 2014; possesses in-depth understanding of HUD- and HQS-compliant processes.
- Supporting NCORR since May 2020, first as a Housing Programs SME for Region 5 of the HOPE Program, then supporting the disaster recovery program as Programs Case Management Lead and Programs QC Lead.
- Developed internal SOP documents for recovery programs, including interpretation of existing program policies and Federal Register notices.
- Collaborated with local municipal building code inspectors, optimizing compliance with state construction requirements.
- Contributed to development of housing program policy, including delivering input on improving process readiness and adapting policy to address deficiencies.
- Created and maintained construction management QC checklists and trained state QC personnel on the process.
- Successfully completed thousands of damage assessments and initial, progress, and final inspections on CDBG-DR programs.
- Expertise in XactAnalysis implementation, integration, and data management.

### Relevant Experience

#### Housing Programs Subject Matter Expert, North Carolina Office of Recovery and Resiliency (NCORR), Housing Opportunities and Prevention of Evictions (HOPE) Program—HGA, Baton Rouge, LA, May 2020–present

- Directly supports NCORR planning and policy senior staff in HOPE program administration.



- Supports drafting of new action plan amendments for NCORR staff review and approval.
- Works with NCORR Policy Team to identify issues that impede applicant progress.
- Works with HGA Housing Recovery Program Specialist to develop SOPs based on existing and new policies.

#### **CDBG-DR Assistant Program Manager, Florida Housing Finance Corporation, Hurricane Housing Recovery Program (HRRP) Program—CSRS Inc., Tallahassee, FL, March–April 2020**

- Reviewed Hurricane Irma damage estimates for accuracy and consistency with Program guidelines.
- Reviewed change order requests.
- Developed QC checklists utilized by QC team.
- Trained new QA/QC personnel regarding workflows and procedures.

#### **CDBG-DR QC Monitor, Louisiana Office of Community Development, Restore LA Disaster Relief Program—Metric Engineering, Baton Rouge, LA, May 2017–March 2020**

- Reviewed flood damage estimates for accuracy and consistency with program guidelines.
- Reviewed change order requests.
- Designed templates for QC checklists in Excel utilized by QC team.
- Conducted field QC monitoring for both progress and final inspections conducted by damage assessor personnel to ensure adherence to program standards.
- Interfaced with prime contracting firms regarding program policy and field monitoring.
- Drafted monitoring reports.

#### **CDBG-DR Final Inspector, New York Governor's Office of Storm Recovery, New York Rising Program—HGA, NY, NY, September 2015–April 2017**

- Scheduled and conducted final inspections, alternating weekly between Long Island and upstate New York. Final inspections entailed reconciling observed onsite repairs with line item estimates through a combination of photographs, applicant testimonies, and professional judgement.

#### **CDBG-DR Damage Assessor, New Jersey Department of Community Affairs, New Jersey Reconstruction, Rehabilitation, Elevation, and Mitigation (RREM) Program—Worley, Trenton, NJ, April 2014–September 2015**

- Assessed and photographed flood and wind damage.
- Constructed handwritten diagrams of housing floorplans and constructed same using Xactimate software.
- Identified repairs already completed and delineated from repairs yet to be completed.

## **Employment**

- HGA, May 2020–present
- CSRS, Inc., March–April 2020
- Metric Engineering, May 2017–March 2020
- HGA, September 2015–April 2017
- Worley Catastrophe Response, April 2014–September 2015
- Independent Insurance Adjuster, September 2008–April 2014



## Meets Position Requirements



A minimum of three years direct experience in CDBG-DR single-family program policy and/or implementation for a grantee or sub-recipient of equivalent or greater scope of service and size to North Carolina



Strong writing and communication skills and organizational skills



Ability to interpret complex regulations, Federal Register notices, duplication of benefits policy, and make policy and program recommendations to NCORR staff

## 20 Years of Experience

### AREAS OF EXPERTISE

- ▶ HUD CDBG-DR
- ▶ Section 8 Housing Choice Voucher Program Management
- ▶ DR Program Design & Management
- ▶ Compliance & Monitoring
- ▶ Housing Quality Standards

### EDUCATION

- ▶ Business Administration, Austin Community College

### CERTIFICATIONS

- ▶ Certified Housing Quality Standards Inspector, IACET-Approved

## Bio Highlights

- Possesses over 20 years of experience as a disaster recovery and project management professional, with an extensive history focusing on housing and infrastructure projects funded by U.S. Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) grants.
- Served on the Fort Bend County CDBG COVID-19 Project, managing compliance and oversight of Case Management for the program.
- Oversaw Case Management staff, QA/QC staff, Intake and Call Center.
- Supported the Texas General Land Office's CDBG-DR grant administration efforts for Hurricane Ike assisting with implementation and administration of housing and infrastructure projects across multiple areas of Texas.

## Relevant Experience

### Project Manager, Fort Bend County CDBG COVID-19, Rental/Utility Assistance Program—Mpack, Austin, TX, September 2020—May 2022

- Oversees Case Management for Fort Bend County's CDBG COVID-19 Rental/Utility Assistance Program.
- Ensures that compliance is met for each individual processed under the project for eligibility.
- Reviews the waiting list of applicants as well as approved files from Case Manager's to ensure compliance with the CDBG COVID rules and regulations before payment authorization.
- Enters payment related data and assigns task to the renewal team.

### Case Manager, Galveston County Frenchman's Creek, Acquisition Program—Mpack, Austin, TX, November 2021—March 2022

- Performed on-site homeowner visits to assist in completing eligibility requirements for the County's Acquisition program to ensure approval and programmatic compliance.



- Attended regularly scheduled meetings with the County, and City of Friendswood, leadership to discuss program progress and each homeowner, including monthly meetings with the awarding agency, Texas General Land Office.
- Provided expert knowledge to the County regarding Uniform Relocation Act (URA) requirements, as well as the Texas General Land Office's Acquisition program policies and procedures.

#### **Project Manager, Puerto Rico Hurricane Irma & Maria, Home Repair, Reconstruction & Relocation (R3) Program—Mpact, Puerto Rico, July 2019-August 2020**

- Managed the Homeowner Services Division of the R3 Program.
- Was responsible for overseeing Case Management, QA/QC and Call Center operations of 32 staff members.
- Under her leadership more than 6,850 applications were reviewed and settled; 1,500 applicants were approved for participation in the R3 Program and processed three months ahead of schedule resulting in approximately \$3.7 million dollars in savings to the program.

#### **Project Manager, Texas General Land Office (GLO), Hurricane Harvey, Texas Rebuilds Partial Repair and Essential Power for Sheltering (PREPS) Program—Mpact, Austin, TX, January 2018–June 2018**

- Was a financial manager supporting the Texas Rebuilds PREPS Program.
- Assessed, reviewed, and verified initial and final site inspections for invoicing.
- Evaluated and assisted case management staff vendors to ensure compliance and best practices.
- Verified funding and eligibility documenting all adjustments and required submissions for Financial Manager review and approval for payment.
- Also provided support and participated in quality control plans and audit for programs.

#### **Regional Housing Coordinator and Performance/Contract Specialist, Texas Department of Housing and Community Affairs, HUD Section 8 Housing Choice Voucher Program (HVCP), Austin, TX, 2015–2017, 1999–2011**

- Responsible for performing program administration and technical assistance work in the planning, development, training, and implementation of the Section 8 Housing Choice Voucher Program (HCVP).
- Assisted in establishing of program goals, objectives, guidelines, policies, and standard operating procedures, to include interpreting federal/state regulations, contract activities and operating methodologies.
- Developed schedules, priorities, and standards for achieving program training goals, and was responsible for communicating with external participants and sub-recipients.
- Informed Local Operators of HUD changes that affected portability, Housing Assistance Payments (HAP) contracts, tenant eligibility and owner participation.
- Managed and evaluated renewal contracts by reviewing documentation provided by sub-recipients.
- Performed on-site Housing Quality Standards (HQS) audits and ensured follow-up inspections were conducted for program requirements.
- Performed quality control reviews on HAP contract files.

#### **Infrastructure/Housing Grant Manager, Texas General Land Office (GLO), CDBG-DR, Austin, TX, 2011–2015**

- Served as the Infrastructure Grant Manager over the Deep East Texas Council of Governments (DETCOG), the East Texas Council of Government (ETCOG), the Houston-Galveston Area Council of Governments (HGAC) and the Lower Rio Grande Valley Development Council (LRGVDC).



- Worked with engineering, environmental, construction, contract and finance teams to coordinate grant guidance, project management and eligibility for the CDBG program.
- Communicated with elected officials and their designees.
- Oversaw Grant Administrators, Environmental Service Providers, Engineering Service Providers, etc., for adherence to contract terms as per GLO.
- Conducted inspections of infrastructure projects as well as on-site file reviews for compliance with federal/state/local regulations and statutes.
- Monitored grant budgets by validating completed scopes of work for requested drawdowns, verifying availability of funds to complete construction projects, and ensuring proper quarterly reporting to HUD.

## Employment

- MPACT Strategic Consulting, LLC, Project Manager, Houston, TX, 2017–Present
- Texas Department of Housing and Community Affairs, Regional Housing Coordinator, Austin, TX, 2015–2017
- Texas General Land Office, Infrastructure/Housing Grant Manager, Austin, TX, 2011–2015
- Texas Department of Housing and Community Affairs, Performance/Contract Specialist, Austin, TX, 1999–2011



**Meets Position Requirements**

- ✓ Minimum of three years of experience in CDBG-DR single-family program policy and implementation for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Strong writing and communication skills, organizational skills, substantial knowledge of NCORR’s single-family housing program, ability to interpret complex regulations, Federal Register notices, duplication of benefits policy, and make policy and program recommendations to NCORR staff.

*15 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ FEMA Short-Term Direct Assistance for Limited Home Repair (DALHR) Program
- ▶ Monitoring Quality & Assurance
- ▶ Training

**EDUCATION**

- ▶ Coursework, Austin Community College, Austin, TX

**EMPLOYMENT**

- ▶ KSBR, December 2021–present
- ▶ Texas GLO, 2007–2021

**Bio Highlights**

- 15 years of direct experience in CDBG-DR single-family program policy and implementation for state-level grantees.
- Currently serves as a Disaster Recovery Housing SME supporting NCORR’s Homeowner Recovery Program (HRP), Strategic Buyout Program (SBP), and Temporary Relocation Assistance (TRA) with analyzing appeals and exceptions submitted for further review and helping NCORR to make final determinations. Helps NCORR management establish or revise new guidance and policies related to internal programs for both Hurricanes Matthew and Florence.
- Served three years as the team lead supporting the state-run Homeowners Assistance Program (HAP) and Homeowners Assistance & Reimbursement Program (HARP) for the Texas General Land Office (GLO) for Hurricane Harvey, Tropical Storm Imelda, mitigation (MIT), 2018/2019 floods, and resiliency efforts.
- Demonstrated expertise in single-family CDBG-DR housing program implementation (rehabilitation, reconstruction, MHU rehabilitation or replacement, reimbursement, and elevation).
- Expertise in data analysis, action plan development, HUD-compliant policy generation.
- Substantial knowledge of NCORR’s single-family housing program.
- Able to interpret complex regulations, Federal Register notices, duplication of benefits policy, and make policy and program recommendations to NCORR staff.
- Knowledge and technical assistance experience in state and federal housing contracts, implementation of training, research, planning, policy, and program administration of multiple contracts.





## Relevant Experience

### **Housing SME Support, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation for HUD CDBG-DR/-MIT—KSBR, Raleigh, NC, December 2021—present**

- Provides effective program guidance to the State of North Carolina’s Homeowner Recovery Program (HRP) for Hurricanes Matthew and Florence.
- Assists NCORR HRP staff by analyzing appeals submitted for further review to help NCORR make final determinations
- Helps the NCORR management team with establishing or revising new guidance and policies related to the HRP programs for Hurricanes Matthew and Florence.

### **Grant Specialist/Team Lead (Housing), Texas GLO, Community Development and Revitalization, Austin, TX, 2019–2021**

- Coordinated and managed CDBG-DR program requirements for the state-run Homeowners Assistance Program (HAP) and Homeowners Assistance & Reimbursement Program (HARP) for Hurricane Harvey, Tropical Storm Imelda, mitigation (MIT), 2018/2019 floods, and resiliency efforts.
- Provided effective program guidance to multiple vendors and the Southeast Texas Regional Planning Commission (SETRPC).
- Responded to Executive Management Team on applicant file inquiries and prepared status update reports.
- Supported the program in assigned communities with real-time customer service, application review and approval, amendment approval, and overall program compliance.
- Provided technical assistance to internal work colleagues and vendors to ensure successful grant execution, meeting set contract benchmarks, and closeout.
- Provided final analysis and determination on all complaints and appeals related to TRA, single-family housing, and URA for both HAP and HARP.
- Managed SETRPC contract and vendor contracts; facilitated and assigned daily workload to staff and provided program guidance.
- Participated in monthly program audits initiated by HUD to address questions or concerns, provide requested support documentation, and walk through processes.
- Coordinated with various external state and federal agencies (i.e., FEMA, Texas Division of Emergency Management, Governor’s Office, TX Office of the Attorney General, and local county representatives); support sometimes included providing case file–specific information to ensure program compliance.
- Trained staff in use of the Texas Integrated Grant Reporting (TIGR) System, the system of record for TX GLO.

### **Grant Coordinator III (Housing), Texas GLO, Community Development & Revitalization, Austin, Texas, 2017–2019**

- Coordinated and managed CDBG program requirements for the Direct Assistance for Limited Home Repairs (DALHR) program under the GLO-FEMA grant for Hurricane Harvey.
- Provided effective program guidance to vendors and the grant administrator on use of system of record, application intake, and TRA.
- Supported the program in assigned communities by supporting application approval, real-time customer service, amendment approval, and program compliance. Provided technical assistance to affected stakeholders to ensure successful grant closeout.





### **Compliance Monitor (Auditor), Texas GLO, Community Development & Revitalization, Austin, TX, 2014–2017**

- Executed all phases of complex audits to evaluate subrecipients' compliance with applicable federal and state laws and regulations in areas of financial management, labor standards, and procurement.
- Issued monitoring reports conveying findings of non-compliance, incorporating client considerations as appropriate, and suggesting opportunities for improvement to establish future compliance.
- Resolved CDBG-DR and subrecipient-specific issues by researching the applicable governing requirements, collaborating with other program areas, and communicating effectively with the affected subrecipients.

### **Program Specialist V (Housing Senior Grant Manager), Texas GLO, Community Development & Revitalization, Austin, TX, 2007–2011**

- Evaluated the accuracy and adequacy of housing applications, payment requests, and supporting documentation.
- Identified subrecipients at risk of failing to accomplish program benchmarks on an ongoing basis and provided technical guidance and assistance to enhance overall program success.
- Led training on contract system development to internal staff.
- Provided weekly summary status reports to management.

## **Employment**

- KSBR, 2021-Present
- TX GLO, 2007-2021

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### Meets Position Requirements

- ✓ Minimum of three years direct experience in CDBG-DR single-family program policy and/or implementation for a grantee or sub-recipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Strong writing and communication skills.
- ✓ Strong organizational skills.
- ✓ Substantial knowledge of NCORR’s single-family housing program.
- ✓ Ability to interpret complex regulations, Federal Register notices, and duplication of benefits policy, and to make policy and program recommendations to NCORR staff.
- ✓ Expertise in single-family (rehabilitation, reconstruction, MHU rehabilitation or replacement, reimbursement, and elevation) CDBG-DR housing program implementation.
- ✓ Expertise in data analysis, Action Plan development, HUD-compliant policy generation, and previous experience generating policies and procedures for a CDBG-DR grantee or sub-recipient of equivalent or greater scope of service or size to North Carolina.

### 10 YEARS OF EXPERIENCE

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Case Management
- ▶ Buyout Policy and Procedures
- ▶ Closeout
- ▶ Training

#### EDUCATION

- ▶ JD, Law, Maurice A. Deane School of Law at Hofstra University, 2012
- ▶ BBA, Marketing & Psychology, Mason School of Business at the College of William and Mary

#### CERTIFICATIONS

- ▶ Licensed Attorney in New York and New Jersey, 2013

### Bio Highlights

- Disaster recovery career experience that includes direct homeowner/tenant case management and intake, training development and delivery, policy research and writing, and compliance issue resolution, including internal monitoring and external HUD CPD monitoring.
- Experience engaging with single-family disaster recovery/mitigation programs in North Carolina, New York, and New Jersey for the last 10 years.
- Assisted in the generation of North Carolina operational procedures in compliance with federal requirements.
- Provided training to New Jersey staff on changes to eligibility policies and procedures, and drafted case-specific program eligibility and recapture determinations for CDBG-DR beneficiaries.
- Assisted New York City in reducing its exposure due to HUD monitoring from \$9M+ to under \$6K and in receiving \$100K+ of settlements from ineligible applicants.
- Stood up an ICC claims process which enabled New York City to receive \$2M+ of ICC funds for its recovery work.



## Relevant Experience

### **Process SME, North Carolina Office of Recovery and Resiliency, Strategic Buyout Program—ICF, Durham, North Carolina, January 2020–present**

- Worked closely with NCORR and contracting partners to develop SOPs, job aides, outreach documents and other collateral for both the Strategic Buyout Program (SBP) and its URA teams.
- Worked closely with the Buyout Manager in making policy and procedure recommendations related to the implementation of SBP and URA based on best practices and hands-on experience working to implement CDBG-DR-funded programs in other jurisdictions.

### **Appeals Manager, New York State Governor's Office of Storm Recovery (GOSR), NY Rising—ICF, New York, New York, October 2019–November 2019**

- Reviewed grant reconciliation appeals in order to present to the GOSR team for review.

### **Agency Attorney II / Associate Director of Policy, NYC Mayor's Office of Housing Recovery Operations (HRO), Build it Back (BIB) – APTIM, New York, New York, October 2015–October 2019**

- Collaborated with other city agencies to initiate BIB application closeout, initiating over 1,500 closeout reviews.
- Initiated internal default proceedings with ineligible applicants due to fraud or misrepresentation, facilitating in-person hearings on behalf of HRO Legal.
- As a result of his efforts building an ICC-submission process with several private insurers, the City received over \$2M+ in ICC funds from flood insurance carriers for demolition/mitigation work completed by Build It Back.
- Coordinated with local counseling agencies related to tenant advisory services and supported the Chief Recovery Officer (CRO) during HUD monitoring visits, including presenting to HUD CPD on the status of rectifying findings and concerns from prior visits around DOB-related capture, recordkeeping, and lead-based paint compliance.
- Drafted case-specific eligibility memoranda for CRO review and approval.
- Drafted policy and procedure updates for its housing recovery programs, which included reimbursement, rehabilitation, acquisition, and URA.
- Worked closely with vendor staff in developing the business requirements around creating Compliance, Closeout, and Tenant records in the system of record (SOR).
- As Construction Technical Services Specialist, worked within the Policy and Compliance teams to manage over 230 displaced tenants in compliance with the URA. He also worked to disposition over 2,000 compliance/audit records within the system of record.

### **Housing Advisor/Trainer, New Jersey Department of Community Affairs, ReNew Jersey Stronger, Trenton, NJ, July 2013–October 2015**

- Worked with the policy team to draft and train staff on policies and procedures for its Reconstruction, Rehabilitation, Elevation and Mitigation ("RREM") Program.
- Maintained a caseload of over 150 homeowners across Ocean and Monmouth Counties in New Jersey, assisting them from initial intake to grant execution and construction.

## Employment

- ICF, October 2019–Present
- NYC Dept. of Environmental Protection, April 2017–October 2019



- APTIM (Formerly CB&I), November 2015–March 2017
- NJ Dept. of Community Affairs, July 2013–October 2015
- Baker Sanders, LLC. September 2012–June 2013
- Legal Aid Society of Nassau, January 2012–April 2012



## Meets Position Requirements

- ✓ Minimum of three years of direct experience in CDBG-DR program policy and/or implementation.
- ✓ Experience drafting original Action Plan content for grantee or sub-recipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Demonstrated expertise in data analysis, Action Plan development, HUD-compliant policy generation, previous experience generating policies and procedures for a CDBG-DR grantee or sub-recipient of equivalent or greater scope of service or size to North Carolina, demonstrated expertise in policy generation or implementation of CDBG-DR single-family housing programs, infrastructure programs, buyout/acquisition programs, or a combination of skills and experience in CDBG-DR policy generation or implementation.

## 8 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Planning and Action Plan Development
- ▶ HUD Disaster Recovery Grant Reporting System (DRGR)
- ▶ Grant and Project Management
- ▶ GIS applications

### EDUCATION

- ▶ M.S., Community and Regional Planning, University of Texas at Austin, 2016
- ▶ B.A., Sarah Lawrence College, Bronxville, NY, 2010

### CERTIFICATIONS

- ▶ American Institute of Certified Planners (AICP) #32402

## Bio Highlights

- Currently serving as a Planning SME supporting NCORR in action plan development, data analysis, GIS mapping, and policy writing.
- Experienced in providing technical assistance, training, and support regarding program requirements for grantees statewide.
- Experience in development and maintenance of State Action Plan for CDBG-DR/-MIT grants, GIS mapping analysis.
- Skilled in quarterly reporting to HUD on CDBG-DR grants, funding, utilization, and expenditures directly through DRGR.
- Conducted targeted compliance reviews, including risk assessments, physical inspections, and reviews of financial management, operational, and procurement practices.
- Developed corrective action plans, evaluated responses, worked with agencies under review to address deficiencies.
- Monitored and evaluated HUD-funded and homeless services grant programs including the HOME, Emergency Solutions Grant (ESG), CDBG, and Community Services Block Grant (CSBG) Programs.

## Relevant Experience

### **DRGR Support Staff, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation for HUD CDBG-DR/-MIT Programs—Civix, Raleigh, NC, October 2021–present**

- Responsible for planning, policy writing, GIS mapping, and data analysis.



- Supported action plan development, including demographic analysis, urgent needs analysis, and mapping.
- Drafted policies for compliance with grant requirements, including Section 3 and Davis-Bacon.
- Performed data analysis and GIS mapping for a range of activities and programs, including planning, strategic buyout, infrastructure, and others.

### **Compliance Monitor, Texas Department of Housing and Community Affairs, Austin, TX, June 2018–October 2021**

- Monitored and evaluated a range of HUD-funded housing and homeless services grant programs, including HOME, ESG, CDBG, CSBG, and others to ensure implementation of national policies, standards, and guidelines.
- Reviewed grant projects on site and remotely to ensure compliance with program policies, regulations, timetables, statutory requirements, and performance indicators and to ensure maximum utilization of funds.
- Conducted targeted compliance reviews, including risk assessments, physical inspections, and reviews of financial, management, operational, and procurement practices.
- Provided technical assistance, training, and support regarding program requirements for grantees statewide.
- Worked with diverse grantee organizations in urban and rural areas, including continua of care, consultants, and non-profit organizations, in order to ensure compliance and improve program management effectiveness.
- Reviewed subrecipient agreements and contracts, assessed grantee performance, identified variances and opportunities for improvement, diagnosed and analyzed problems, and wrote monitoring reports addressing areas of non-compliance.
- Developed and initiated corrective action plans, evaluated responses, and worked with agencies under review to address deficiencies.
- Independently analyzed regulations in order to make compliance rulings and prepared reports and recommendations on legal, technical, and policy issues.
- Interpreted, applied, and trained others in the use of Uniform Administrative Requirements, cost principles, audit requirements, 2 CFR 200, 24 CFR, OMB Circular A-133, OMB Circular A-87, Texas's Uniform Grant Management Standards (UGMS), and state regulations.
- Directly responsible for oversight of approximately \$17.1 million in state and federal grant programs.

### **Project Manager, GrantWorks, Inc., Austin, TX, August 2014–June 2018**

- Coordinated development, implementation, and compliance for state- and federally-funded programs under the CDBG, CDBG-DR, and TX Department of Transportation Tax Increment Financing (TIF) grants.
- Implemented state and national objectives, policies, standards, and guidelines and ensured that projects conformed with program regulations and statutory requirements.
- Supervised procurement of materials and contractors, prepared invitations for bids and requests for proposals, led pre-bid and pre-award meetings, evaluated bids and proposals, negotiated contracts and change orders, and approved invoices and draws.
- Reviewed and approved subrecipient agreements, contracts, proposals, and site plans, and evaluated project eligibility and priority.



- Served as liaison to and between state and local governments; initiated partnerships and encouraged inter-organizational teamwork to reach shared objectives; responded to inquiries for information; and prepared project reports and closeout documentation.
- Oversaw project implementation; coordinated with contractors, engineers, architects to ensure projects were completed to specifications; adhered to deadlines and timetables; and remained within funding limits.
- Trained and managed personnel, including training in the application of federal regulations, procurement practices, and grant-specific requirements.
- Conducted on-site inspections and ensured environmental and labor standards compliance.
- Led group discussions with clients, external partners, stakeholders, and the public; prepared presentations and briefings for elected officials; and conducted training workshops on operating procedures, compliance, and best practices.
- Collected data and prepared presentations as part of the grant application team.
- Directly responsible for oversight of approximately \$49.7 million in public infrastructure improvements.
- Provided internal technical support, including GIS mapping projects and the creation of application-specific Excel tools.
- Independently responsible for multiple projects, typically 12–15 simultaneously, with outcomes that met or exceeded expectations.

## Employment

- Civix, October 2021–present
- Texas Department of Housing and Community Affairs, June 2018–October 2021
- GrantWorks, Inc., August 2014–June 2018





### Meets Position Requirements

- ✓ Minimum of three years of direct experience in CDBG-DR program policy and/or implementation.
- ✓ Experience drafting original Action Plan content for grantee or sub-recipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Demonstrated expertise in data analysis, Action Plan development, HUD-compliant policy generation, previous experience generating policies and procedures for a CDBG-DR grantee or sub-recipient of equivalent or greater scope of service or size to North Carolina, demonstrated expertise in policy generation or implementation of CDBG-DR single-family housing programs, infrastructure programs, buyout/acquisition programs, or a combination of skills and experience in CDBG-DR policy generation or implementation.

### 20 Years of Experience

#### AREAS OF EXPERTISE

- ▶ HUD CDBG-DR/-MIT Housing and Infrastructure programs
- ▶ HUD CDBG-DR
- ▶ Project Management
- ▶ Program Development and Implementation
- ▶ Information Security
- ▶ Grant Management

#### EDUCATION

- ▶ M.S., Community and Regional Planning, University of Texas
- ▶ M.S., Strategic Analysis, National Intelligence University, Washington, DC
- ▶ B.S. Geography and A.S. Construction Inspections, University of Louisiana Monroe

#### CERTIFICATIONS

- ▶ Project Management Professional (PMP), Project Management Institute

### Bio Highlights

- More than 20 years of experience in program and project management.
- Prepared single- and multi-family housing data, risk, and trends analysis from Hurricanes Ike, Dolly, and Harvey for the Texas DRGR State Action Plan.
- Served Texas local governments of Round Rock, Port Aransas, and Hutto as both director and manager of community development.
- Technical expertise in information systems, policy, and procedures, providing compliance and delivery expertise necessary to effectively administer disaster recovery programs.

### Relevant Experience

#### Project Manager, Various Clients, HUD CDBG-DR/-MIT Program Management and Grant Administration Services—Mpac, Austin, TX, March 2020—present

- Currently serves as a compliance Project Manager for Harris County, TX, creating Green Infrastructure Standards to guide special district developments.
- Manages and coordinates County Road rehabilitation projects in Nueces County, TX, completing environmental reviews and collaborating with the GLO, Texas Historic Commission, engineers, and inspectors.





- ▶ American Institute of Certified Planners (AICP)
- ▶ Infrastructure Protection & Disaster Management Certificates, FEMA/HLS
- Produced Benefit-Cost Analysis (BCA) applications for Texas Water Development Board funding of four drainage improvement projects, including environmental benefits, in Cameron County, TX.

### **Project Manager, Texas General Land Office (GLO), Texas HUD CDBG-DR Programs for Hurricanes Dolly, Ike and Harvey, Austin, TX, August 2013–November 2017**

- Executed portfolio of State of Texas overall disaster recovery missions, environmental reviews, and floodplain management for Hurricanes Ike, Dolly, and Harvey. Served as Project Manager for over \$500 million in HUD CDBG-DR grants to repair, elevate, and reconstruct housing damaged by the hurricanes.
- Managed grant administrators efficiently delivering projects for hurricane-damaged multi-family communities and the homeowner assistance program for individual housing sites.
- Solicited, procured, and negotiated contracts with professional service vendors and private developers.
- Served as a mentor to fellow staff regarding procedures and practices for delivering projects using the Project Management Office (PMO) approach.
- Created tools and reports that gave housing grant managers the ability to track residential projects and units for housing projects starts, current progress, funding burn-rates, and estimated completions.
- Coordinated award-winning plan for Galveston to guide public and private investments for rental housing units and neighborhoods.
- Served on project team deploying the Disaster Recovery Program's new grant management and customer relations management system based in MS Dynamics 365 Growth Guidance, Downtown District, and the Municipal Annexation resulting in the Planning Community of Excellence designation for Hutto, Texas.

### **Information Technology Project Management Services, Texas General Land Office, Disaster Recovery and Veterans Land Board (VLB) Programs, Austin, TX, July 2012–July 2013**

- Provided business analysis in direct support to the GLO Disaster Recovery (DR) program and the VLB.
- Implemented the DR enterprise management system that combined five legacy systems into one comprehensive operating structure. The system provided management functions for CDBG grant management; infrastructure project design, delivery, and oversight; housing project oversight; and customer relations management.
- Coordinated the VLB's IT and telecommunications initiatives for the call center, marketing staff, and online forfeited land sales.
- Managed the deployment of customer relations management (CRM) application with voice-over-internet-protocol (VOIP) installation.
- Produced requirements analysis and coordination for the implementation of the quarterly online sales of forfeited lands within a new automated bidding system.

### **Homeland Security and Information Operations, CyberDefenses, Inc., Austin, TX, June 2007–March 2012**

- Provided Regional Homeland Security planning and coordination for the Texas Department of Public Safety (DPS), with primary mission to protect the state's critical infrastructure.
- Set up and maintained SharePoint sites for client agencies. Served as Regional Growth Project Manager for the Office of the Secretary of Defense in the region surrounding Fort Polk, LA.



- Responsible to a regional team of political/business leaders and coordinated and presented initiatives to Louisiana's U.S. Senators, the region's U.S. Representatives, and federal/state agencies.
- Produced a \$73 million strategic plan as a Governor's Office Strategic Initiative. Served as Program Manager for deploying IT enterprise architecture management systems (ITEAMS) for the Texas, Montana, and Wyoming Joint Military Forces. Managed Vulnerability Assessment of the Mineral Management Services of the U.S. Department of Interior.

#### City of Hutto, Community Development Director, Hutto, TX, November 2004–December 2006

- Managed department and consulting firms in producing plans, policies, codes, and ordinances regarding land use and environmental oversight.
- Conducted inspections and managed community grants.
- Prepared Growth Guidance Plan for 2005–2015; Heart of Hutto Downtown Plan; new zoning ordinance; municipal annexation plan; first retail development agreements; organizational plan for new department; and created City geodatabase.
- Provided professional expertise to the Planning and Zoning Commission, Historic Preservation Committee, City Council, Economic Development Corporation, Chamber of Commerce, Council of Governments (CAPCOG), and *ad hoc* committees and groups.
- Finalist for regional Comprehensive Plan of the Year and winner of Planning Excellence Award.

#### Employment

- Mpact Strategic Consulting, LLC, 2020–present
- Intrinsic Partners Consulting (Owner), 2006–2020
- Texas General Land Office, 2012–2017
- CyberDefenses, Inc, 2007–2012
- City of Hutto, 2003–2006
- U.S. Marine Corps and Army, 1981–2003



### Meets Position Requirements

- ✓ Minimum of three years of direct experience in CDBG-DR program policy and/or implementation.
- ✓ Experience drafting original Action Plan content for grantee or sub-recipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Demonstrated expertise in data analysis, Action Plan development, HUD-compliant policy generation, previous experience generating policies and procedures for a CDBG-DR grantee or sub-recipient of equivalent or greater scope of service or size to North Carolina, demonstrated expertise in policy generation or implementation of CDBG-DR single-family housing programs, infrastructure programs, buyout/acquisition programs, or a combination of skills and experience in CDBG-DR policy generation or implementation.

### 6 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Action Plans
- ▶ HUD Disaster Recovery Grant Reporting (DRGR)
- ▶ Program Oversight, Production Management & Data Analytics
- ▶ Training

#### EDUCATION

- ▶ B.S., General Business Management, Syracuse University, Syracuse, NY, 2003

### Bio Highlights

- Extensive experience with administration and oversight of federal grant-funded programs (CDBG-DR and CDBG-CV), including preparing Action Plans.
- Served for two years as Associate Director of Program Management and Evaluation for the New York City Mayor’s Office of Housing Recovery Operations, assisting with Hurricane Sandy housing recovery policy and implementation.
- Responsible for comprehensive reporting of all production-related data and metrics, including key performance indicators (KPIs) and total applicants/households served.
- Has extensive knowledge and implementation experience in disaster recovery programs, including building and monitoring temporary housing programs and legal/financial counseling programs.
- Published study examining patterns of attrition and retention in the Build It Back program, New York City’s Hurricane Sandy housing recovery program.

### Relevant Experience

#### **HOPE Program Manager, North Carolina Office of Recovery and Resiliency (NCORR), Housing Opportunities and Prevention of Evictions (HOPE) Program—HGA, Raleigh, North Carolina, April 2021–present**

- Manages team of Quality Assurance Specialists conducting eligibility, compliance, and documentation reviews for rent and utility assistance.



- Develops and maintains dashboards and reports to track team productivity for accountability, and to ensure that all applications are processed in a timely manner.
- Develops and maintains Standard Operating Procedures (SOPs), checklists, and job aids to ensure adherence with federal regulations and program policies, and to ensure efficient application processing.
- Coordinates heavily with program teams, including Policy, Business Systems, Case Management, Compliance, Call Center, and Finance, and facilitates ongoing coordination meetings.
- Maintains and implements ongoing training to align with program, policy, and process updates, including an onboarding training plan for all newly hired staff.
- Triage escalations from various program teams to assist with general issue resolution and efforts to divert evictions.

#### **Program Manager, Houston Housing and Community Development Department (HCDD), Program Support—KSBR, Houston, TX, October 2018–August 2019**

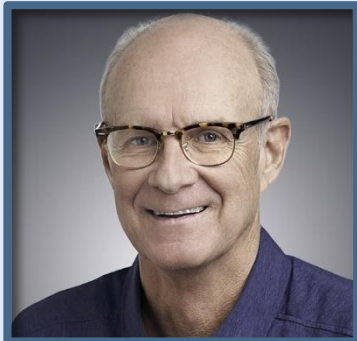
- Used various City data systems to track and generate weekly, monthly, and quarterly reports focused on production progress and outcomes, including assisting with generating Quarterly Performance Reports (QPRs) and submission in DRGR.
- Leveraged data and reports to continually offer data-driven recommendations, building an atmosphere focused on improvement.
- Provided technical assistance and expertise in the development of efficient and timely production processes.
- Developed and administered training to City staff regarding application processing, including developing job aids, checklists, and reference resources.
- Partnered with the City of Houston and external stakeholders to assist with expediting housing recovery efforts outlined in the Action Plan.

#### **Associate Director of Program Management and Evaluation, Build It Back Program, New York City Mayor's Office of Housing Recovery Operations (HRO), New York, NY, August 2016–August 2018**

- Supervised the Data Analytics and Reporting unit, providing a centralized analytics and reporting service.
- Managed a team of production support specialists completing eligibility reviews, duplication of benefits reviews, payment calculations, grant agreement processing, and overall quality control reviews.
- Provided contract oversight with external vendors offering financial and legal counseling services and assistance with locating and securing temporary housing during home construction.
- Collaborated with multiple stakeholders, including internal staff; other city, state, and federal agencies; non-profit partners; academic institutions; and external research firms to support the Action Plan.

## **Employment**

- KSBR, 2018–present
- New York City Mayor's Office of Housing Recovery Operations (HRO), August 2016–August 2018



**Meets Position Requirements**

- ✓ Minimum of three years of direct experience in CDBG-DR program policy and/or implementation.
- ✓ Experience drafting original Action Plan content for grantee or sub-recipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Demonstrated expertise in data analysis, Action Plan development, HUD-compliant policy generation, previous experience generating policies and procedures for a CDBG-DR grantee or sub-recipient of equivalent or greater scope of service or size to North Carolina, demonstrated expertise in policy generation or implementation of CDBG-DR single-family housing programs, infrastructure programs, buyout/acquisition programs, or a combination of skills and experience in CDBG-DR policy generation or implementation.

*18 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ HUD CDBG-DR/-MIT Housing and Infrastructure programs
- ▶ Contract Review and Compliance
- ▶ Grant Administration and Reporting
- ▶ Financial Management
- ▶ Urban Planning and Development

**EDUCATION**

- ▶ M.S., Urban and Regional Planning, University of Vermont
- ▶ B.A., Environmental Studies, State University of New York at Plattsburgh

**CERTIFICATIONS**

- ▶ Texas Department of Emergency Management – Emergency Response Official (PIV), May 2022
- ▶ Certified Administrator for Texas CDBG Contracts, November 2021
- ▶ American Institute of Certified Planners (AICP), 1995

**Bio Highlights**

- More than 10 years of experience in program and project management.
- Served as Project/Program Manager for HUD CDBG-Disaster Recovery programs for housing and infrastructure projects.
- Prepared Comprehensive and Master Plans and implementation strategies for cities and towns in New England while serving as an Urban Planner.
- Experienced with the CDBG-Mitigation Application process.
- Provides guidance and technical assistance for infrastructure mitigation projects to meet environmental compliance under the National Environmental Policy Act (NEPA).
- Urban planning, community development, and zoning experience.

**Relevant Experience**

**Project Manager, Texas General Land Office (GLO), Texas CDBG-MIT Program, Austin, TX, May 2019–July 2022**

- Responsible for eligibility review for subrecipient mitigation grant applications in compliance with CDBG-DR requirements for Hurricane Harvey recovery efforts.
- Provided technical assistance to the GLO under the Mitigation program, to include project eligibility, budget review, tracking of document submittals, and uploading to SharePoint.



- ▶ OSHA Certification

## AFFILIATIONS

- ▶ American Planning Association

## EMPLOYMENT

- ▶ Mpart Strategic Consulting, 2018–present
- ▶ Accord Interests, LLC, 2017–2018
- ▶ HNTB Corporation, 2010–2016
- ▶ Tetra Tech Corporation, 2000–2007
- ▶ Southeastern (MA) Regional Planning and Economic Development District, 1980–1982

- reviewed contract start-up documents and attended contract kick-off meetings with GLO and subrecipients to finalize the Notice to Proceed (NTP).
- Performed project tracking, program updates, environmental and permit compliance, site inspections, and financial analysis.

### **Project Manager, Texas GLO, CDBG-DR Housing Buyout and Acquisition Program, Austin, TX, July 2011–June 2016**

- Provided technical review and approvals for buyout and acquisition applications from cities and counties that applied for federal funding through the CDBG-DR program administered by GLO.
- Determined applicant and project eligibility, HUD compliance, beneficiary reviews, schedules, contracts, and budgets for each subrecipient application.
- Provided technical assistance including construction management, Americans with Disabilities Act (ADA) compliance, environmental reporting, and building inspections.
- Worked closely with GLO staff, city/county officials, and emergency managers to finalize the list of eligible projects, budgets, and compliance issues associated with CDBG-DR requirements.

### **Project Manager, South Weymouth Naval Air Station Redevelopment Program, South Shore Tri-Town Development Corporation, Weymouth, MA, October 2000–October 2007**

- Served as part of the Planning and Development team overseeing redevelopment of the South Weymouth Naval Air Station (1,400 acres) into a mixed-use development. The redevelopment effort required master plan preparation, site evaluation for development, reuse of facilities, and additional residential, commercial, recreational, and institutional uses.
- Prepared an Environmental Assessment under the Massachusetts Environmental Policy Act (MEPA) and permits from state and federal government agencies.
- Provided consulting services to private real estate developers to assist in securing state and federal permits and approvals for residential and commercial developments.
- Worked on medium- to large-scale development projects that required permits from the U.S. Army Corps of Engineers, Section 404 program, State and Federal Historic Preservation Act, U.S. Fish and Wildlife Service, Endangered Species Act, and State Wetlands Act.
- Has a strong understanding of NEPA, as well as local and state environmental laws, statutes, and compliance guidelines required for projects to move into the construction phase.

### **Regional Planner, Planning and Development Department, Southeastern Regional Planning and Economic Development District, Taunton, MA, September 1980–June 1982**

- Prepared City master plans, grant applications, development plans, and subdivision and zoning ordinances.
- Prepared City-wide comprehensive plans, implementation strategies and action plans for addressing local growth issues, transportation, environmental impacts, and economic development strategies for local cities and towns.
- Was instrumental in securing a HUD Planning Grant for the City of Shirley, MA, to develop a plan for development on a former Air Force Base.





**Meets Position Requirements**

- ✓ Minimum of three years of direct experience in the design or implementation of a Small Rental program of equivalent size or scope to North Carolina.
- ✓ Substantial knowledge of NCORR’s policies and practices related to construction.
- ✓ Knowledge of mitigation best practices and floodplain management.

*15 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR)
- ▶ Construction Management
- ▶ Quality Assurance/Quality Control (QA/QC)
- ▶ Training
- ▶ Inspections
- ▶ Damage Assessments
- ▶ Xactimate
- ▶ Site-Specific Environmental Reviews
- ▶ Section 106 Project Reviews

**EDUCATION**

- ▶ B.S., Administration of Justice, Wichita State University, Wichita, KS, 1997

**LICENSES**

- ▶ Current State Adjuster’s Licenses in AL, AK, AZ, CT, FL, GA, ID, IN, KY, LA, MI, MN, MS, MT, NC, NH, NY, OK, OR, SC, TX, UT, WA, WV, and WY.

**Bio Highlights**

- Served as an advisor to NY Governor’s Office for Storm Recovery (GOSR) on the \$1 billion New York Rising Housing Recovery Program.
- Expertise in providing QA/QC to construction management projects.
- Conducted approximately 75 Section 106 reviews in conjunction with the State Historical Preservation Office of New York, generating estimates for elevation, foundation replacement, and repair.
- Conducted more than 1,500 initial inspections combined for rehabilitation, reconstruction, and manufactured homes.
- Provided approximately 8,000 inspections for residential and commercial properties, generating damage assessment estimates.
- Reviewed 566 asbestos survey reports and 318 lead-based paint and lead dust assessments.
- Proficient in use of the estimating programs Xactimate, Audatex, and CCC Pathways.

**Relevant Experience**

**QA/QC Specialist, Monitoring & Compliance Team, and Subject Matter Expert (SME) for the Project Management Office, North Carolina Office of Recovery and Resiliency (NCORR)—HGA, Durham, North Carolina, May 2020–present**

- Assists the NCORR Policy Team with review of the program manuals and standard operating procedures for the Homeowner Repair Program, Environmental Review, Section 504, Section 3, Uniform Relocation Act (UFA), Temporary Relocation Assistance (TRA), State Historical Preservation Office and Section 106, Construction Management, as well as Damage Assessments and Inspections, in an effort to ensure compliance with HUD guidelines.
- Performs monitoring reviews of the subrecipients to ensure compliance with their financial record-keeping, program management, adherence



## TRAINING

- ▶ Computer-Based Vehicle Estimates and Evaluation, Pilot Catastrophe Services, Inc., Mobile, AL, 2011
  - ▶ Basic Property, Crawford University, Atlanta, GA, 2006
  - ▶ Intermediate Property, Crawford University, Atlanta, GA, 2006
  - ▶ Property Damage Estimating, Vale National, Arlington, TX, 2004
- Provides technical assistance training to in-house personnel and subrecipients in the areas of procurement and financial management, construction management, environmental reviews, Office of State Budget and Management (OSBM) fraud indicators, public housing authorities, the reimbursement process, as well as compliance with Section 3, URA, Section 504 and the American Disabilities Act, and anti-fraud, waste and abuse training.
  - Participates in the HUD monitoring of NCORR for compliance with financial management, procurement, Section 3 and Section 504, URA, TRA, and homeowner recovery monitoring.
  - Performs subrecipient monitoring for infrastructure projects.
  - Joined the Project Management Office (PMO) as a SME to assist with Level II appeals and environmental reviews, as well as revising Estimated Cost of Repairs and Damage Repair Verification estimates, based on the recommendations provided.
  - Provided technical assistance training for SME Review Request for Level II Appeals to the NCORR program's Housing Specialists.

### QA/QC Lead, Virgin Islands Housing Finance Authority (VIHFA), EnVIision Tomorrow—Armand Corporation, New York, NY, October 2019–April 2020

- Helped to develop program policies and procedures for VIHFA.
- Reviewed damage inspections and prepared detailed scopes of work and cost estimates for each project.
- Assisted contractors with coordinating inspections, payments, and change order approvals, including to generate scopes of work based on field verification of remaining storm-related damages.
- Reviewed contractors' requests and generated change orders for construction projects using Xactimate estimating software; negotiated scope and pricing for all requested contractor-submitted change orders; reviewed any field notes and change order requests with contractors.
- Ensured continual QA/QC. Tracked and reported performance metrics to ensure compliance with the contract.
- Conducted periodic visits to project sites to determine and record progress, quality, and schedule adherence. Confirmed that the scope of work issued in the estimate was performed in the field, and to a satisfactory quality.
- Provided daily and periodic communication/reports to VIHFA/Case Manager program staff, to include homeowner construction files and inspection reports. Secured documentation of construction activity to create an audit trail for all applicants through final inspection and closeout.

### Construction Manager, New York GOSR, New York Rising Housing Recovery Program—HGA, New York, NY, 2017–2019

- Served as HGA Construction Manager, using Xactimate to manage all inspection-related elements for assigned rehabilitation, reconstruction, and elevation projects in the GOSR Construction Program.
- Reviewed and reconciled change orders resulting from a range of issues, from additional work required by building codes to complex structural issues involving foundations.





- Generated environmental bid estimates for lead-based paint and asbestos remediation work, and regularly coordinated with the State Historical Preservation Office to ensure that scopes of work for historical properties were in line with Section 106 requirements.
- Performed regular site visits for the Environmental Program and conducted pre-abatement walk-through inspections.
- Trained new and existing estimators in the use of Xactimate.

#### **Change Order Analyst, NY GOSR, New York Rising Housing Recovery Program—New York, NY, 2016–2017**

- Reviewed and completed change order requests submitted by design professionals using Xactimate.
- Reviewed each change order in coordination with architects and engineers, reviewing and validating construction drawings and engineering reports and generating cost estimates in Xactimate based on HUD guidelines.
- Produced environmental bid estimates for lead-based paint and asbestos remediation work.
- Reconciled rehabilitation and elevation estimates for the State Historical Preservation Office while maintaining a technical understanding of Program policies and procedures.

#### **Multi-Line Adjuster, Cunningham Lindsey, Overland Park, KS, 2015–2016**

- Completed estimates for residential and commercial building losses, including wind and hail, water, vehicle, and fire losses. Duties included casualty claims work including scene investigations, recorded statements, and personal injury.

#### **Property Supplement Adjuster, Team Lead, NCA Group, Fishers, IN, February–September 2015**

- Adjusted supplement claims for fires, tornadoes, wind and hail, weight of snow and ice, ice damming, and water losses.
- Worked one-on-one with contractors, public adjusters, and policyholders to reach claims resolutions. Managed a group of eight adjusters during day-to-day operations, supplying claims support and assisting in coverage decisions while reviewing files for authority requests.

#### **Property Adjuster/Auto Adjuster, Pilot Catastrophe, Mobile, AL, 2011–2014**

- Prepared damage estimates for residential property damages and auto damages resulting from catastrophic events such as hurricanes, tornadoes, large-scale hail storms, and fires using Xactimate, Audatex, and CCC Pathways.
- As a litigation adjuster, managed, negotiated, and settled complex claims that had legal representation and were in suit, in mediation, or in the appraisal process.

## **Employment**

- HGA, 2020–present
- Armand Corporation, 2019–2020
- HGA, 2017–2019
- Worley Catastrophe Response, 2016–2017
- Cunningham Lindsey, 2015–2016
- Pilot Catastrophe, 2011–2014



**Meets Position Requirements**

- ✓ Minimum of three years of direct experience in the design or implementation of a Small Rental program of equivalent size or scope to North Carolina’s program.
- ✓ Knowledge of mitigation best practices and floodplain management.
- ✓ Substantial knowledge of NCORR’s policies and practices related to construction.

*5 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ Disaster Recovery
- ▶ Construction Management
- ▶ Damage Assessments
- ▶ Construction Estimating
- ▶ Quality Control
- ▶ Risk Management
- ▶ Salesforce and SharePoint
- ▶ Xactimate and XactAnalysis
- ▶ Training

**EDUCATION**

- ▶ B.A., Marketing, Southeastern Louisiana University, Hammond, LA, 2014

**CERTIFICATION**

- ▶ Xactimate, Level 2

**EMPLOYMENT**

- ▶ Emergent Method, 2021–present)
- ▶ IEM, 2020–2021
- ▶ Providence Engineering, 2017–2020

**Bio Highlights**

- Currently serving as Damage Inspection Quality Control Lead supporting NCORR in reviewing technical aspects of damage inspections prior to submission to environmental review and awards.
- Extensive experience working on and providing strong leadership to large-scale disaster recovery programs and related crisis management initiatives.
- Leadership roles and expertise for construction, damage assessment/inspection, damage inspection QA/QC, and general QA/QC activities.

**Relevant Experience**

**Senior Consultant, North Carolina Office of Recovery and Resiliency (NCORR) ReBuild NC—Emergent Method, Raleigh, NC, May 2021–present**

- Manages a team of damage inspection subject matter experts who perform quality control reviews of construction estimates to ensure that they are accurate and meet all HUD and State requirements.
- Develops and implements program policies and standard operating procedures in accordance with federal and State regulations and with client requirements to improve accuracy.

**Construction Project Manager, Florida Department of Economic Opportunity (DEO), Rebuild Florida Program—IEM, Baton Rouge, LA, March 2020–2021**

- Managed the construction of up to 500 homes at once following damage from Hurricane Irma.
- Managed multiple program construction companies to ensure accurately and timely performance.
- Reviewed change order requests from contractors.



- Performed quality control of inspection reports to document completed scope performed by contractors.

**Change Order Specialist, Louisiana Office of Community Development (OCD), Restore Louisiana Homeowner Assistance Program—Providence Engineering, Baton Rouge, LA, February 2018–March 2020**

- Reviewed change order requests from contractors before sending them to the State for final approval.
- Worked with program contractors to revise disapproved change orders for re-submittal.
- Logged all data, such as dollar amounts and dates, for weekly contractor meeting.
- Successfully executed over \$5 million in approved change order scope for grant recipients.

**Pre-Construction Inspector, Louisiana OCD, Restore Louisiana Homeowner Assistance Program—Providence Engineering, Baton Rouge, LA, November 2017–February 2018**

- Worked closely with program contractors and homeowners to revise estimates prior to construction.
- Performed progress inspections while program contractors worked on homes.
- Performed final inspections after program contractors completed work.

**Damage Assessor, Louisiana OCD, Restore Louisiana Homeowner Assistance Program—Providence Engineering, Baton Rouge, Louisiana, June–November 2017**

- Performed damage assessments of flooded homes for the Restore LA Program.
- Used Xactimate daily to complete accurate estimates.
- Provided quality control revisions and notes using XactAnalysis, eGrants, and SharePoint.



### Meets Position Requirements

- ✓ Minimum of three years of direct experience in designing or implementing housing programs for a CDBG-DR grantee of equivalent or greater size to North Carolina.
- ✓ Experience in CDBG-DR new construction, single-family programs, multi-family programs, and housing projects funded in whole or in part with CDBG-DR/-MIT, including LIHTC projects, or a combination of skills and experience in CDBG-DR implementation to qualify the SME to design and assist in the implementation of the Affordable Housing program.

### 30 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant (CDBG) Program
- ▶ HUD HOME (Home Investment Partnerships) Program Management
- ▶ Urban Planning and Community Development
- ▶ Florida State Housing Initiatives Partnership (SHIP) Program
- ▶ FEMA Hazard Mitigation Grant Program (HMGP)
- ▶ Program Administration
- ▶ Economic Development
- ▶ Strategic Planning
- ▶ Low-Income Housing Tax Credits (LIHTC)
- ▶ Program Development and Evaluation

#### EDUCATION

- ▶ B.S., Business Administration, Finance, University of Central Florida, Orlando, FL

### Bio Highlights

- Served as a Subject Matter Expert for NCORR’s HOPE Program.
- More than 30 years of experience in administration, implementation, budget and fiscal management, and reporting of federal and state grant-funded housing and community development programs.
- Responsible for administration of \$4.2 million in federal and state funding.
- Saved City of Palm Bay, FL, from nearly unrecoverable non-compliance with the HUD Neighborhood Stabilization Program (NSP) and Florida SHIP Program grants by “reimbursing” Florida SHIP program for non-compliant expenditures through conversion of these activities from the SHIP Program to the HUD NSP Program.
- Saved City of Kissimmee, FL, from repayment of nearly \$3.5 million to HUD through the detection of potentially devastating non-compliance with federal environmental review regulations by working diligently to correct the issue and establish protocol to ensure future compliance.
- Designed and implemented official policies for housing assistance programs to ensure continued compliance with all federal and state regulatory requirements.

### Relevant Experience

#### Affordable Housing SME, North Carolina Office of Resiliency and Recovery (NCORR), CDBG-DR, CDBG-MIT—HGA, Baton Rouge, LA, May 2020–present

- Supports analysis and planning efforts to determine areas with greatest need for affordable housing.
- Researches alternative funding sources.
- Reviews non-profit organizations that could support implementation efforts through existing local affordable housing programs.



### **Community Development Administrator, HUD CDBG, HOME, NSP 1–3, Florida SHIP, FEMA HMGP Programs, City of Palm Bay, FL, Palm Bay, FL, 2017–2020**

- Successfully designed pathway to uniquely and strategically restore compliance to all federal and state grants following allegations of misuse of funds.
- Created annual HUD CDBG and HOME action plans.
- Created tri-annual State SHIP Local Housing Assistance Plans.
- Conducted all monitoring and evaluation of subrecipients.
- Prepared all required Environmental Review Records.
- Prepared annual SHIP and HUD Consolidated Annual Performance and Evaluation Report (CAPER) reports.
- Used HUD Integrated Disbursement and Information System (IDIS) and DRGR systems to report and track performance.
- Administered and implemented Owner-Occupied Housing Rehabilitation Assistance Program; First-Time Homebuyer Assistance Program; Public Services funding; public facility improvements (parks, fire dept.); and local government match for LIHTC affordable rental housing developments.

### **Community Development Coordinator, HUD CDBG, HOME, and Florida SHIP Programs, City of Kissimmee, FL, Kissimmee, FL, 2012–2017**

- Created HUD Consolidated Plan and annual action plans.
- Created tri-annual State SHIP Local Housing Assistance Plan.
- Conducted all monitoring and evaluation of subrecipients.
- Prepared all required Environmental Review Records.
- Prepared annual SHIP and HUD CAPER reports.
- Used HUD IDIS and DRGR systems to report and track performance.
- Administered and implemented Owner-Occupied Housing Rehabilitation Assistance Program; First-Time Homebuyer Assistance Program; public facility improvements (parks); CDBG Public Service funding; Rental Deposits Assistance Program; NSP-eligible acquisition, demolition, and redevelopment of owner- and renter-occupied affordable housing; and local government match for LIHTC affordable rental housing developments.

### **Senior Planner, HUD CDBG and Florida SHIP Programs, City of Port Orange, Port Orange, FL, 2008–2011**

- Created CDBG annual action plans.
- Created tri-annual State SHIP Local Housing Assistance Plan.
- Conducted all monitoring and evaluation of subrecipients.
- Prepared all required Environmental Review Records.
- Prepared annual SHIP and HUD CAPER reports.
- Used HUD IDIS and DRGR systems to report and track performance.
- Administered and implemented Owner-Occupied Housing Rehabilitation Assistance Program; First-Time Homebuyer Assistance Program; public facility improvements (parks); CDBG Public Service funding; and local government match for LIHTC affordable rental housing developments.



### **Director of Resource Development, Coalition for the Hungry and Homeless of Brevard, Rockledge, FL, 2006–2008**

- Directed resource development for this non-profit affordable housing and homeless housing developer, designated Community Housing Development Organization (CHDO), and HUD Continuum of Care Transitional Housing.
- Prepared proposals and secured local government and other source funding necessary to develop affordable rental housing.

### **Executive Director, Hope Properties Nonprofit Affordable Housing Program, Viera, FL, 2004–2006**

- Prepared proposals and secured local government and other source funding necessary to develop affordable rental housing via this non-profit LIHTC developer.

### **Housing Programs Manager, HUD HOME and Florida SHIP Programs, Brevard County Board of County Commissioners, Palm Bay, FL, 2002–2004**

- Prepared annual SHIP reports.
- Administered and implemented Owner-Occupied Housing Rehabilitation Assistance Program; First-Time Homebuyer Assistance Program; Rental Deposits Assistance Program; and new single-family and multi-family affordable housing development.

### **Community Development Manager, City of Winter Haven, FL, Winter Haven, FL, 1999–2002**

- Created HUD annual action plans and tri-annual State SHIP Local Housing Assistance Plan.
- Conducted all monitoring and evaluation of subrecipients and prepared all required Environmental Review Records.
- Prepared annual SHIP Reports and HUD CAPER reports. Used HUD IDIS system to report and track performance.
- Administered and implemented Owner-Occupied Housing Rehabilitation Assistance Program; First-Time Homebuyer Assistance Program; public facility improvements (parks); CDBG Public Service funding; CDBG Micro-Loan Program; and local government match for LIHTC affordable rental housing developments.

### **Community Development Specialist, HUD HOME and Florida SHIP Programs, City of Palm Bay, Palm Bay, FL, 1994–1999**

- Administered and implemented Owner-Occupied Housing Rehabilitation Assistance Program; First-Time Homebuyer Assistance Program; Rental Deposits Assistance Program; and new single-family and multi-family affordable housing development.

## **Employment**

- HGA, May 2020–present
- City of Palm Bay, FL, 2017–2020, 1994–1999
- City of Kissimmee, FL, 2012–2017
- City of Port Orange, FL, 2008–2011
- Coalition for the Hungry and Homeless of Brevard, 2006–2008
- Hope Properties Nonprofit Affordable Housing Program, 2004–2006
- Brevard County (FL) Board of County Commissioners, 2002–2004
- City of Winter Haven, FL, 1999–2002





## Meets Position Requirements



Minimum of three years of direct experience in designing or implementing housing programs for a CDBG-DR grantee of equivalent or greater size to North Carolina.



Experience in CDBG-DR new construction, single-family programs, multi-family programs, and housing projects funded in whole or in part with CDBG-DR/-MIT, including LIHTC projects, or a combination of skills and experience in CDBG-DR implementation to qualify the SME to design and assist in the implementation of the Affordable Housing program.

## 27 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant (CDBG) Programs
- ▶ HUD CDBG–Disaster Recovery (CDBG-DR) Programs
- ▶ FEMA Hazard Mitigation Grant Program (HMGP)
- ▶ Project Management of Multi-Funded Projects
- ▶ Environmental Assessments
- ▶ Uniform Relocation Assistance and Real Property Acquisition Act (URA) and Acquisition

### EDUCATION

- ▶ B.A.A.S., Business Administration, Texas A&M University, Texarkana, TX, 2001
- ▶ A.A., Business Administration, South Arkansas University, Magnolia, AR, 1983
- ▶ Diploma in Bookkeeping, University of Arkansas Community College, Hope, AR, 1980

## Bio Highlights

- Participated in the planning, design, budgeting, communications, implementation, and management of over \$120 million in community reconstruction, infrastructure, and FEMA PA projects for the State of New York. Her focus on compliance resulted in successfully completed projects with zero audit findings or concerns.
- Assists with the management of approximately \$20 million for the Delaware County–Sidney Floodplain Management Infrastructure Program.
- Served as Assistant Mayor of the City of Camden, Arkansas. Drafted resolutions, ordinances, and budgets; chaired various city boards; and served as the Airport Manager, Purchasing Agent, Human Resources Manager, and Safety Coordinator for all city departments.
- Redeveloped a major corridor into the City of Camden with a business incubator, riverwalk, marina, and waterfalls. The project was showcased at the National League of Cities conference.
- Obtained and administered over \$50 million in federal, state, and foundation grant funds to improve public infrastructure in South Arkansas.

## Relevant Experience

### Assistant Grant Manager, NY Governor's Office of Storm Recovery (GOSR), New York Rising Infrastructure Program—HGA, Sidney, NY, September 2018–present

- Assists with the management of approximately \$20 million for the Delaware County–Sidney Floodplain Management Infrastructure Program. The program involves acquisition, demolition, or elevation and rehabilitation of 131 homes damaged by Hurricane Irene or Tropical Storm Lee by combining funding from the FEMA HMGP program and CDBG-DR infrastructure program.



## CERTIFICATIONS

- ▶ Professional Community and Economic Developer, Community Development Council, Inc. (CDC)

## TRAINING

- ▶ Quality Assurance Management Training, U.S. Environmental Protection Agency (EPA), Galveston, TX, 2010
- ▶ 10.5 Continuing Education Credits, Community Development Institute, UCA, Conway, AR, 1995
- ▶ Graduate Community and Economic Development Course, The University of Oklahoma, Biloxi, MS, 1997

## PROFESSIONAL AFFILIATIONS

- ▶ Community and Economic Development Institute, Member
- ▶ AR Municipal League Advisory Committee, Member
- ▶ A Healthy Ouachita County, Board Member
- ▶ Arkansas Public Employees HR, Board Member
- ▶ Adult Education Advisory Committee, Member
- ▶ Southwest Arkansas Youth Council, Member

## Senior Grant Manager, NY GOSR, NY Rising Community Reconstruction Program, CDBG-DR Recovery Programs for Suffolk County and Town of Oyster Bay—HGA, Farmingdale, NY, July 2014–present

- Participates in the planning, design, budgeting, communications, implementation and management of over \$100 million of NYS community reconstruction, infrastructure, and FEMA PA projects.
- Provides grant management services to support GOSR's New York Rising Community Reconstruction Program and its subrecipients.
- Supports pre-application and application development; provides training in CDBG-DR regulations and purchasing in accordance with New York State and HUD procurement requirements; performs financial management, including processing requests for payments; performs record-keeping and document management in accordance with CDBG-DR requirements; and does grant reporting using the Elation system.
- Provides implementation services in all stages of project development, including project development, architectural and engineering (A/E) design, bidding, preconstruction, construction, and project closeout.
- Successfully completed all projects to date with zero audit findings or concerns.

## Assistant Mayor, City of Camden, Camden, AR, 2003–2014

- Performed varied and independent technical staff and liaison work, helping the Mayor to direct, appraise, analyze, and coordinate administrative activities.
- Served as Administrative Department Head, Human Resources Director, Purchasing Director, Airport Manager, Environmental Project Manager, Safety Coordinator, Grant Writer, and Administrator for all city grants, including CDBG.

## Project Manager, City of Camden, AR, A Healthy Ouachita County Initiative, Camden, AR, 2010–2014

- Served as Project Manager for this initiative after the County was named the most unhealthy county in the state.
- Obtained funding from multiple federal, state, and local entities to develop a community-wide health initiative including an education program, community garden, farmer's market, and multi-purpose walking trail.
- The project was featured in a short film entitled "ArCOP's Growing Healthy Communities," showcasing the most successful health initiatives in the state of Arkansas.

## Project Manager, City of Camden, AR, Southwest Arkansas Timber Strategy, Camden, AR, 2010–2014

- Served as Project Manager for the Southwest Arkansas Timber Strategy, a project initiated after ice storms devastated the timber industry in southwestern Arkansas in 2000 and 2001.
- Obtained funding through the U.S. Economic Development Administration and received the National Association of Development Organization (NADO) Innovation Award.





### **Project Manager, City of Camden, AR, Adams Avenue Redevelopment, Camden, AR, 2003–2010**

- Served as Project Manager for the Adams Avenue Redevelopment, an innovative initiative that consisted of redeveloping the Adams Avenue corridor, a main entrance into the city of Camden. The area was crime-ridden and blighted and had been identified as a Brownfield site.
- The project received approximately \$20 million in funding through a number of federal and state agencies, including EPA, U.S. Army Corp of Engineers, the Arkansas Highway and Transportation Department, the U.S. Fish and Wildlife Service, and the Arkansas Department of Parks and Tourism. The initiative redeveloped this major corridor with a business incubator and green infrastructure development of the Camden Riverwalk and marina.
- The project was recognized nationally and was selected to showcase at the National League of Cities conference in New Orleans, LA.

### **Community and Economic Development Coordinator, Southwest Arkansas Planning & Development District (SWAPDD), Magnolia, AR, 1993–2003**

- Worked with elected officials and board members to plan community and economic development projects.
- Wrote and administered state and federal grants ranging from CDBG to state-funded park grants.

## **Employment**

- HGA, July 2014–present
- City of Camden, December 2003–July 2014
- SWAPDD, December 1993–December 2003



## Meets Position Requirements



Minimum of three years of direct experience in the development of CDBG-DR programs related to housing or construction management, public service delivery using CDBG-DR funds, or direct experience forming agreements and processes with subrecipients and managing subrecipient agreements.

## 17 Years of Experience

### AREAS OF EXPERTISE

- ▶ Federal and State Program Administration and Management
- ▶ Federal and State HUD-Funded Programs (Community Development Block Grant–Disaster Recovery (CDBG-DR); CDBG; CDBG-CV; HOME)
- ▶ Housing Policy and Program Development
- ▶ Grant Development, Administration, and Management
- ▶ Strategic Planning
- ▶ Client Outreach and Case Management
- ▶ Code Enforcement

### EDUCATION

- ▶ M.U.P., Urban and Regional Planning, State University of New York at Buffalo, Buffalo, NY, 2003
- ▶ B.A., Political Science, Concentration in Environmental Studies, Niagara University, Lewiston, NY, 2001
- ▶ B.A., Spanish, Niagara University, Lewiston, NY, 2001

## Bio Highlights

- Provided staff augmentation and project management as Subject Matter Expert for CDBG-Coronavirus (CDBG-CV) eviction prevention and utility assistance program for the State of North Carolina.
- Served as Lead Project Manager for approximately \$72 million dollars of CDBG-DR project funds allocated throughout Orleans Parish.
- Served as Lead Project Manager for approximately \$12.8 million dollars of CDBG-DR project funds allocated throughout Plaquemines Parish, La.
- Served as Lead Planner/Grant Consultant for administration and management of approximately \$22 million in CDBG and CDBG-DR funds in Houston, Texas.
- Served as Lead Project Manager for approximately \$750,000 in HOME and private source funds for housing rehabilitation assistance in Western New York
- Experience in public service delivery using CDBG-DR funds.
- Direct experience forming agreements and processes with subrecipients and managing subrecipient agreements.

## Relevant Experience

### Subject Matter Expert, North Carolina Office of Recovery and Resiliency (NCORR), Housing Opportunities and Prevention of Evictions (HOPE) Program—HGA, Raleigh, NC, November 2020–present

- Provides staff augmentation and direct technical assistance to program staff and subrecipients, managing the queue of 8,000 applicants affected by COVID-19 seeking rent or utility assistance.



- Interfaces with program partners, stakeholders, and applicants on a daily basis to manage funding awards, resolve award issues, and stave off potential evictions and utility disconnections.
- Manages direct staff of 25 Program Specialists and 2 Program Supervisors.

#### **Senior Grant Consultant, City-Parish of East Baton Rouge, Declared Disaster Recovery Funding (DDRF) Program Support—HGA, Baton Rouge, LA, September 2019—present**

- Currently serves as a grant consultant supporting the development, implementation, and management of a \$5 million dollar rehabilitation and reconstruction program for Baton Rouge’s DDRF developer program.
- Interfaces with local and state grantees to develop policies and procedures in line with CDBG-DR guidelines and local disaster recovery priorities.

#### **Senior Grant Consultant, Louisiana Office of Community Development (OCD), Restore LA Program—HGA, Baton Rouge, LA, May 2020—October 2020**

- Provided staff augmentation and technical assistance to manage SBA Phase IV portion of the Restore Program, providing first-of-its-kind assistance to applicants at 120% of area median income and above requesting assistance with repairs from flooding events of 2016.
- Interfaced with applicants, state program staff, and other public stakeholders to process assistance requests in a timely manner.

#### **Senior Grant Consultant, East Baton Rouge Redevelopment Authority, Build Baton Rouge Program—HGA, Baton Rouge, LA, September 2019—2021**

- Provided as-needed staff augmentation and technical assistance to meet numerous CDBG and CDBG-DR fiscal and programmatic grant administration requirements.
- Interfaced with local and state partners and public stakeholders to conduct outreach and solicit input to guide plan development.
- Provided technical assistance to support the completion of East Baton Rouge Parish’s Assessment of Fair Housing plan.

#### **Senior Planner/Grant Consultant, City of Houston, 2015/2017 Disaster Recovery CDBG & Entitlement CDBG Programs—HGA, Houston, TX, April 2018—January 2019**

- Served as a Grant Consultant to the City of Houston, providing staff augmentation and technical assistance for the administration, implementation, and management of approximately \$22 million in CDBG and CDBG-DR funding for homeowner rehabilitation, reconstruction, and elevation programs throughout the City of Houston.

#### **Senior Project Manager, Plaquemines Parish, Plaquemines Homeowner Assistance Program—BFA, Belle Chasse, LA, February 2014—present**

- Currently serving as a Senior Grant Manager for the development and management of a \$12.8 million homeowner rehabilitation, reconstruction, and elevation program for Plaquemines Parish’s Hurricane Isaac CDBG disaster recovery program.
- Interfaces with local and state grantees to develop policies and procedures in line with CDBG-DR guidelines and local disaster recovery priorities.
- Provides technical assistance to help clients maintain federal funding compliance with annual Fair Housing Act requirements.
- Develops Program policy guidance to ensure non-discrimination and to affirmatively further fair housing.
- Outlines eligibility determination for program applicants.



- Interfaces with homeowners and contractors during pre-construction and construction phases of the program.
- Maintains regular, positive contact with clients to address unique challenges with Program's applicant base while meeting Program objectives.

### **Senior Project Manager, City of New Orleans Office of Community Development (OCD), New Orleans, LA, July 2008–December 2013**

- Served as Senior Project Manager in the Disaster-CDBG Unit of the City of New Orleans OCD. Responsible for coordinating and executing recovery programming due diligence, project procurement, contract management, and environmental clearance to ensure timely delivery of over \$72 million in project deliverables.
- Routinely resolved administrative issues related to project delivery and fiscal and regulatory compliance of CDBG-DR-funded projects.
- Provided regular assistance to municipal departments, upper management, and project subrecipients to develop and evaluate CDBG-DR project feasibility and to develop budgets, scopes of work, and schedules for completion.
- Worked with external consultants, LA OCD, and HUD to troubleshoot project issues to meet regulatory compliance guidelines within expected timeframes for project completion.
- Provided interdepartmental technical assistance to upper management and staff on the development and execution of policies, procedures, and agreements for CDBG-DR and entitlement CDBG-funded affordable housing initiatives.
- Provided technical assistance to key municipal housing personnel on the evaluation of funding applications and the interpretation and application of housing procedures and regulations related to affordable housing development for parish-wide CDBG-DR and entitlement CDBG-funded projects. \$12 million of CDBG-DR-funded projects were completed on schedule and within budget at time of departure. Remaining projects were ongoing, on schedule, and on budget at time of departure.

### **Assistant Manager – Resource Development, City of New Orleans Office of Recovery Management, New Orleans, LA, October 2007–July 2008**

- Coordinated and composed grant proposals to support administrative functions and general operations of new municipal post-Katrina disaster recovery department, resulting in the receipt of over \$600,000 in philanthropic funds.
- Helped to develop and monitor funding proposals to support disaster recovery initiatives. Researched grant-awarding organizations and identified appropriate funding sources for specific projects and programs.
- Created handbook of policies and procedures for new employees in the Office of Recovery Management. Created and maintained archive of post-Katrina municipal redevelopment projects and initiatives. Projects were ongoing, on schedule, and on budget at time of departure.

### **Executive Director, Heart of the City Neighborhoods, Inc., Buffalo, NY, April 2004–September 2007**

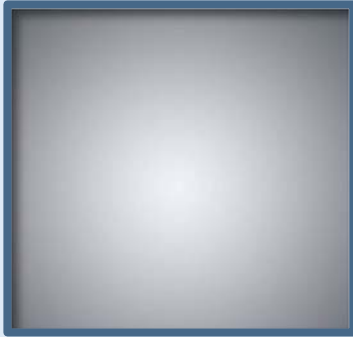
- Managed daily operations, projects, and staff of small nonprofit Community Development Corporation. Solely responsible for the implementation and management of corporate policies, programs, and strategic initiatives.
- Acted as Lead Project Manager for redevelopment of late 19th-century single- and multi-family housing units.
- Responsible for agency fiscal management and oversight, including compliance with local, state, and federal HUD guidance for HOME- and CDBG-funded programs and projects. Provided fiscal management of federally funded construction projects with budgets in excess of \$750,000. Coordinated and implemented multi-phase neighborhood revitalization plan.



- Successfully built collaborating networks to maximize agency's limited personnel and funding. Increased agency operating reserves threefold through diversification of funding sources.
- Provided technical support and expertise to other community development organizations through presentations and workshops.
- Worked extensively with agency Board of Directors to identify and implement programs focused on meeting mission goals and generating unrestricted income.
- Managed nine-unit mixed-income rental portfolio. \$125,000 of HOME-funded projects were completed on time and within budget at time of departure. Remaining projects were ongoing, on schedule, and on budget at time of departure.

## Employment

- K. Chessher & Co., Owner/Principal, February 2014–present
- City of New Orleans Office of Community Development, July 2008–December 2013
- City of New Orleans Office of Recovery Management, October 2007–July 2008
- Heart of the City Neighborhoods, Inc., April 2004–September 2007



### Meets Position Requirements



Minimum of three years of direct experience in the development of CDBG-DR programs related to housing or construction management, public service delivery using CDBG-DR funds, or direct experience forming agreements and processes with subrecipients and managing subrecipient agreements.

### 13 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Damage Assessment
- ▶ Inspections
- ▶ Insurance Adjusting
- ▶ Building Code Compliance
- ▶ Project Management
- ▶ Construction Management
- ▶ Quality Assurance/Quality Control (QA/QC)
- ▶ Xactimate and XactAnalysis

#### EDUCATION

- ▶ Coursework, Architecture Engineering, University San Antonio, San Antonio, TX

#### CERTIFICATIONS

- ▶ Xactimate Level 3, 2018
- ▶ Property & Casualty Adjuster State Licensed, Residence Certification: TX, Non-residence: AL, AR, CT, FL, GA, IN, KY, LA, MN, MS, NC, NH, OK, OR, RI, SC, UT, VT, WV
- ▶ NFIP Flood Certification, 2013
- ▶ Residential Roof Certified, Haag Engineers, 2013
- ▶ Florida Citizens Certified, 2013

### Bio Highlights

- More than 13 years of construction and claims adjusting experience in all facets of the construction industry.
- Managed QA/QC, estimators, and damage assessments to settle insurance claims and manage FEMA grant funds for \$1.5 billion in estimates in Puerto Rico.
- Successful completion of multimillion-dollar construction projects.
- Uses Xactimate and XactAnalysis to develop detailed reporting on CDBG-DR housing programs.
- Both performs and provides oversight for initial and final inspections and change orders.
- Experience in public service delivery using CDBG-DR funds.
- Direct experience forming agreements and processes with subrecipients and managing subrecipient agreements.

### Relevant Experience

#### Damage Assessments, City of Lake Charles, Hurricane Laura FEMA PA—HGA, Lake Charles, LA, 2020–2022

- Developed FEMA Public Assistance (PA) documentation for the City of Lake Charles, Louisiana.
- Reviewed damage assessments performed by City personnel and contracted architects and engineers.
- Developed DDDs (Damage, Dimensions, and Description) and Scopes of Work.
- Used RS Means estimating software to develop FEMA’s Cost Estimating Format (CEF) for large projects.



- ▶ Louisiana Citizens Certified, 2013
- ▶ Asphalt Roofing 300, Donan Engineering, 2012
- ▶ State Farm IDL, 2010
- ▶ State Farm Property Policy, 2010
- ▶ Texas Windstorm Insurance Association (TWIA), 2008
- ▶ State Farm Enterprise Claims System, ECS

#### **QA/QC Manager, Puerto Rico Department of Housing (PRDOH), CDBG-DR Housing Program—HGA, San Juan, PR, 2020–2021**

- Managed QA/QC staff reviewing initial damage assessments and Construction Manager's scopes of work.
- Developed internal policy and procedures, ensuring compliance with program policy.
- Ensured external training of the Program Damage Assessment and Construction Management Teams.
- Developed automated quality control metrics based on tabular data uploaded to the Program's system of record.
- Facilitated weekly meetings with internal and external program personnel.

#### **Project Manager, Puerto Rico CDBG-DR Housing Program—Scott M. Favre PA, LLC, San Juan, PR, September 2017–2019**

- Managed QA/QC, estimators, and damage assessments for private and public entities performing services to settle insurance claims and manage FEMA grant funds for 57 clients comprising over \$1.5 billion in estimates.

#### **Deputy Project Manager, NY Governor's Office of Storm Recovery (GOSR), New York Rising Housing Program—Worley Catastrophe Response, New York, NY, 2016–2017**

- Managed QA/QC and personnel tasked with revising program estimates for applicants who filed missed scope requests and architects/engineers who submitted mandatory or optional elevation design plans for applicants.

#### **QA/QC (Change Orders and Final Inspections), NY GOSR, New York Rising Housing Program—Worley Catastrophe Response, New York, NY, January 2015–February 2017**

- Reviewed estimate revisions for final inspections and added scope for home elevation and mitigation.

#### **Initial Site Inspections, New York Rising, NY GOSR, New York Rising Housing Program—Worley Catastrophe Response, New York, NY, November 2013–July 2014**

- Performed site inspections, gathering photo documentation and applicant's statement of loss.
- Dimensioned damaged properties in Xactimate, adding program-allowable line items.

#### **Project Manager, Catskills Construction, 2009–2011**

- Assisted in planning, organizing, and managing the construction development of apartment complexes.
- Responsibilities included review and analysis of project designs and blueprints, preparation of construction documents, bidding, negotiations, subcontractor selection, material purchasing, scheduling, project budget, building code compliance, project development, quality control, and certification of occupancy.
- Supervised crews of up to 60 trade workers.

#### **Project Manager, Texas Department of Insurance, Roof Repair Inspections—Lehmann Engineering, Houston, TX, 2008–2009**

- Inspected roof repairs for wind certification.
- Responsibilities included calculating wind load factors in the COBRA zones to determine code requirements, communicating requirements to the contractor, and verifying during construction that codes were adhered to for certification.



## Employment

- HGA, November 2018–present
- Scott M. Favre PA, LLC, September 2017–August 2019
- Worley Catastrophe Response (now Alacrity Solutions), May 2013–March 2017
- Liberty Mutual Insurance Company, June 2011–May 2013
- Catskills Construction, February 2009–May 2011
- Lehmann Engineering, 2008–2009





### Meets Position Requirements

- ✓ Minimum of three (3) years direct experience in editing and/or design work, including graphic design, for a public entity similar to NCORR.
- ✓ Experience designing and implementing effective of communication and outreach campaigns to increase awareness via social media, email, and traditional print.
- ✓ Skilled in development of collateral and in supporting public hearings for community engagement.
- ✓ Ensures compliance with federal and state accessibility guidelines, including Section 508.
- ✓ Coordinates translation services for creation of communication materials in multiple languages.

### 15 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Strategic Communications
- ▶ Social and Print Media Campaigns
- ▶ Public Relations
- ▶ Brand Awareness and Engagement

#### EDUCATION

- ▶ BA, Broadcast Journalism, Brigham Young University, 2007

#### CERTIFICATIONS

- ▶ Executive Certificates, Digital Marketing Strategy, Data Driven Marketing, Marketing Strategy and Integrated Marketing, Cornell University SC Johnson College of Business, 2019
- ▶ Certificate, Reputation Management, Crisis Communications, Public Relations Society of America, 2018

### Bio Highlights

- Extensive career experience in marketing, public relations, and journalism.
- Specializes in developing and implementing strategic communications campaigns and incorporating storytelling to increase brand awareness and engagement.
- Provides communications expertise to support North Carolina, Oregon, and California in administering programs funded through the U.S. Department of Housing and Urban Development’s (HUD’s) Community Development Block Grant–Disaster Recovery (CDBG-DR), Emergency Solutions Grants (ESG), and ESG–Coronavirus Aid, Relief, and Economic Security Act (ESG-CV).
- Previously served as a communications strategist for HUD’s Office of Housing Counseling and Moving to Work Demonstration Program.

### Relevant Experience

#### Communications Associate, North Carolina Office of Recovery and Resiliency, ReBuild NC Disaster Recovery Program —ICF, Durham, North Carolina, January 2019–Present

- Assists in creating comprehensive communications and outreach strategies for the Hurricane Matthew and Hurricane Florence disaster recovery programs.
- Incorporates innovative approaches to communicate information to minority and low- to moderate-income populations.
- Provides communications support for public hearings and ensures that all federal and state accessibility guidelines are met.



- Creates opportunities to garner news media coverage and generate earned media for these programs.
- Uses storytelling techniques to create branded videos, graphics, and written narratives for owned media channels.

#### **Communications Associate, Oregon Housing and Community Services, Disaster Recovery Programs —ICF, Salem, Oregon, May 2021–Present**

- Assists in creating stakeholder outreach and engagement strategies for Oregon wildfire recovery programs.
- Helps develop internal and external collateral and provides guidance on communications best practices.

#### **Communications Associate, California Department of Housing and Community Development, ESG and ESG-CV Programs—ICF, Sacramento, California, July 2021–Present**

- Facilitates the creation of accessible trainings and collateral about how to administer ESG and ESG-CV programs.
- Creates closed captioning and audio description videos to ensure federal and state accessibility standards are met.

#### **Communications Lead, Housing and Urban Development, Moving to Work Demonstration Program—ICF, Washington D.C., Virginia, September 2021–Present**

- Leading efforts to rebrand HUD’s Moving to Work Demonstration Program by developing program-specific brand and visual identities.
- Provides guidance to HUD staff on how to conduct listening sessions with key stakeholders and glean relevant information informing brand development.
- Assisting with marketing efforts to promote the program’s application period to PHAs across the country.
- Overseeing the development of messaging and video collateral and is providing guidance on best marketing practices.

#### **Communications Associate, Housing and Urban Development, Office of Housing Counseling Newsletter and Marketing Development—ICF, Washington D.C., Virginia, September 2021–Present**

- Assists in developing the Office of Housing Counseling’s quarterly newsletter, The Bridge.
- Oversees article development, graphic design, and overall quality and presentation.
- Provides marketing strategies and guidance on how to promote content across multiple media platforms.

#### **Public Relations Specialist, North Carolina Education Lottery, Winner Awareness Communications Campaign—North Carolina Education Lottery, Raleigh, North Carolina, December 2015–January 2019**

- Led a statewide communications campaign to increase winner and brand awareness.
- Implemented brand storytelling techniques to create individual winner stories for state and national media distribution.
- Established positive media relations by staging Big Winner media events, serving as an on-camera spokesperson, fielding media questions, and drafting media releases.
- Coordinated with national brands, such as The Panthers, NASCAR, and The Hurricanes, to hold Big Winner events.
- Developed and implemented a multifaceted digital media pitching strategy resulting in a 300% increase in media coverage and an elevated brand profile, with regular coverage on national media outlets.

## **Employment**

- ICF. January 2019–Current
- North Carolina Education Lottery. December 2015–January 2019



## Meets Position Requirements



Minimum of three years of direct experience in editing and/or design work, including graphic design, for a public entity similar to NCORR.

## 20 Years of Experience

### AREAS OF EXPERTISE

- ▶ Strategic Communication
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Marketing Campaigns
- ▶ Public Outreach and Stakeholder Engagement
- ▶ Media Relations
- ▶ Content Development
- ▶ Event Management
- ▶ Budget and Statistical Analysis
- ▶ Diversity, Equity, and Inclusion

### EDUCATION

- ▶ Ph.D., Educational Leadership, and Research, Louisiana State University, Baton Rouge, LA
- ▶ M.S., Broadcast Journalism, Syracuse University, Syracuse, NY
- ▶ B.A., Mass Communication, Southern University and A&M College, Baton Rouge, LA

## Bio Highlights

- 20 years of experience working with clients in the public and private sectors to create compelling marketing strategies, provide data-driven insights, and advance their organizational capacity.
- Currently serving as Applicant Engagement and Outreach Manager, supporting NCORR in developing strategic outreach plans to encourage program participation and designing outreach materials and collateral.
- Demonstrated expertise in outreach and communication. Expertise in creating and implementing targeted campaigns to engage specific audiences.
- Able to ensure Section 508 compliance and coordinate translation services, as needed.
- Experience in drafting outreach and applicant engagement plans for NCORR, including designed outreach materials and related collateral.

## Relevant Experience

### Outreach Manager, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC—Emergent Method, Raleigh, NC, March 2021–present

- Plans and administers outreach strategies for the ReBuild NC Homeowner Recovery Program and provides review and insight for outreach and communication plans for the Strategic Buyout Program.
- Submits and executes quarterly outreach plans to NCORR leadership, launches outreach campaigns to encourage application, informs disaster victims about additional assistance available, reminds program applicants of pending applications, and supports other program communications.
- Designs outreach materials and related collateral.



### **Adjunct Instructor, Louisiana State University, October 2018–present**

- Provides instruction to masters and doctoral students in accordance with learning plans and objectives set forth by the College of Human Sciences and Education.
- Employs a variety of unique instructional strategies to engage students.
- Exhibits a commitment to promoting academic excellence in all students and provides necessary support for students' successful completion of coursework.

### **Assistant Commissioner for Public Affairs, Louisiana Board of Regents, October 2016–February 2021**

- Planned and administered media strategies by initiating, developing, and maintaining contacts with local and national media and the public for disseminating information.
- Served as liaison to Louisiana's four post-secondary educational systems and administrators to ensure open, timely communication.
- Researched and wrote speeches, news releases, and position papers on specific topics. Prepared board meeting summaries, media advisories, and public service announcements.
- Planned and conducted press conferences.
- Coordinated use of the internet and social media to achieve optimal messaging metrics.
- Supervised the creative process for all marketing materials and promotional pieces.
- Worked closely and cooperatively with legislative, workforce, and policy divisions to develop and implement communication strategies related to public policy issues and legislative positions.
- Led the State's higher education public affairs council.
- Served as an advisor to the Louisiana Council of Student Body Presidents.

### **Director of Promotions and Event Management, Louisiana State University, April 2012–October 2016**

- Provided leadership, professional expertise, and direction in the planning and execution of high-quality events and functions that served as catalysts for attracting patrons and customers to the LSU Student Union.
- Managed the advancement of policies and strategies by conveying mission, vision, and policies internally and externally.
- Developed and executed a communications and media relations strategy that included both traditional and new media.
- Represented Auxiliary Services in meetings of coalitions and committees, and before various campus and community groups.
- Interacted with students, staff, faculty, and the University community to foster initiatives that maximized the use of the Student Union and all Auxiliary Services entities.
- Developed, controlled, and administered the annual operational budgets for Auxiliary Services and ensured that they were prudently managed.
- Established and maintained an internal controls system that included separation of duties, appropriate authorization and approval mechanisms, safekeeping of assets, and review and reconciliation of records.
- Coordinated Student Union activities to coincide with major campus-wide programs.



### **Executive Director, ESPN Regional Television, St. Petersburg, FL, October 2008–April 2012**

- Oversaw all aspects of three major National Collegiate Athletic Association (NCAA) sporting events, from planning to implementation.
- Managed budgets that exceeded \$10 million annually in total.
- Developed, maintained, and cultivated relationships with sponsors and external partners.
- Coordinated staff, the executive committee, and a community volunteer base of more than 300 volunteers.
- Created and managed all event marketing and public relations plans.
- Served as the promotional spokesperson and media contact for various events.

### **Manager, Special Events, ESPN Regional Television, Charlotte, NC, January 2005–October 2008**

- Developed and managed sporting events.
- Crafted and implemented event management, budget and operational models, event marketing, and sales strategies, and coordinated on-site and remote event management and operations.
- Worked with local and on-site event staff to coordinate all aspects of events, including ticket allocations and distribution, team practices, game-day operations, television and radio broadcasts, in-game and on-site promotions and sales fulfillment, and participant and sponsor hospitality.
- Established and maintained an internal controls system that included separation of duties, appropriate authorization and approval mechanisms, safekeeping of assets, and review and reconciliation of records.
- Coordinated Union activities to coincide with major campus-wide programs.

## **Employment**

- Emergent Method, 2021–present
- Louisiana Board of Regents, 2016–2021
- Louisiana State University, 2012–present
- ESPN Regional Television, 2005–2012



**Meets Position Requirements**



Minimum of three years of direct experience in CDBG-DR/-MIT, with an emphasis on closeout activities.

*16 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ HUD Disaster Recovery Grants and Programs
- ▶ Financial Management
- ▶ Grant Compliance
- ▶ Closeout
- ▶ Quality Assurance/Quality Control (QA/QC)

**EDUCATION**

- ▶ B.B.A., Business Administration, Accounting, Southwest Texas State University (Texas State University), San Marcos, TX, 1995

**CERTIFICATIONS**

- ▶ Certified Fraud Examiner (Member #640328)

**Bio Highlights**

- 16 years of direct experience in CDBG-DR/-MIT, with an emphasis on closeout and compliance activities to meet HUD standards.
- Demonstrated experience in design and implementation of project-by-project closeout, as well as programmatic closeout of activities compliant with HUD CDBG standards.
- Supports closeout activities including practical policy generation and implementation; system of record business needs development for closeout; advising on individual applicant and participant issues as they relate to closeout; and DRGR system closeout assistance.
- Currently serves as Deputy Director of Monitoring and Quality Assurance for the Texas General Land Office (GLO) CDBG-DR/-MIT grants.
- Led multiple closeout, monitoring, and compliance teams for over \$15 billion in CDBG funds for multiple disaster appropriations.
- Strategically focused on performing audit and monitoring review activities using an independent, objective approach to strengthen program operations while providing reasonable assurance of compliance with federal program requirements.
- Serves as a liaison to federal, state, and local agencies in matters concerning audits, monitoring compliance, and fraud, waste, and abuse (FWA) activities requiring corrective actions.
- Develops training curricula for cross-cutting regulations to reasonably ensure that they are incorporated into operational guidelines, policies, and procedures that include cross-cutting grant requirements.
- Designed closeout and compliance tools selected by HUD as best practice tools for other grantees.





## Relevant Experience

### Deputy Director of Monitoring & Quality Assurance, Texas GLO, 2020–present

- Directs the vision and approach of the Monitoring & Quality Assurance (M&QA) portfolio, consisting of three teams and corresponding operations: audit, monitoring, and oversight activities; quality assurance (inspection) reviews for housing construction services; and quality assurance reviews over program complaints and appeals.
- Directs the vision and approach of M&QA operational activities through development and execution of a strategic plan; develops and implements comprehensive monitoring and FWA plans for federal grants; develops key performance indicators; and develops and approves schedules, priorities, and standards for achieving goals.
- Creates an agile audit environment that provides real-time compliance determination of federal grants rather than the traditional, after-the-fact approach. This real-time approach results in value-added reports and enhancements to existing operational functions, focusing on minimizing the risk of non-compliance and recurrence.
- Executes quality assurance reviews of department operations to reasonably ensure that financial, program, and system of record functions are working as intended and comply with grant requirements.
- Oversees the preparation of MQA correspondence, identifying reportable issues and corrective actions necessary for achieving compliance standards.

### Director of Quality Assurance & Process Improvement, Texas GLO, 2016–2020

- Oversaw and provided direction over monitoring and auditing of the Quality Assurance & Process Improvement (QAPI) department; developed monitoring and FWA plans; oversaw the establishment of compliance goals and objectives; and developed and approved schedules, priorities, and standards for achieving goals.
- Oversaw coordination and reporting of audit, monitoring, and quality assurance reviews, including single-audit management reviews.
- Identified opportunities to strengthen grant functions by making operational and procedural improvements to existing processes, guidelines, policies, and procedures.
- Served as liaison to federal, state, and local agencies in matters concerning audits, monitoring, and FWA activities requiring compliance actions.

### Manager, Texas GLO, Community Development & Revitalization, 2011–2016

- Served as Quality Assurance & Process Improvement Manager and Senior Quality Assurance & Quality Control Specialist.

### Manager, Texas Department of Housing & Community Affairs, 2006 – 2011

- Served as Oversight Manager for CDBG programs, Contract Administration Coordinator, and Portfolio Monitor.

### Manager, Texas Workforce Commission, 1997–2006

- Served as Audit Manager and Procurement Auditor IV.

## Employment

- Texas General Land Office, 2011–2022
- Texas Department of Housing & Community Affairs, 2006–2011
- Texas Workforce Commission, 1997–2006



## Meets Position Requirements



Minimum of three (3) years direct experience in CDBG-DR/MIT, with an emphasis on closeout activities.

## 10 Years of Experience

### AREAS OF EXPERTISE

- ▶ Community Development Block Grant Disaster Recovery Program (CDBG-DR) Policy and Administration
- ▶ Housing & Urban Development (HUD) Policy
- ▶ Federal Emergency Management Agency (FEMA) Public Assistance (PA) & 428 Public Assistance Alternatives Procedures (PAAP) Program
- ▶ Project Management
- ▶ Policy & Training
- ▶ Research
- ▶ QA/QC

### EDUCATION

- ▶ Bachelor of Science in Business Management, Loyola University – New Orleans, New Orleans, LA - 2006

### CERTIFICATIONS

- ▶ Age of Sustainable Development, SDGAcademyX, 2020
- ▶ CommunityX: Community Engagement, Collaborating for Change, University of Michigan 2020

## Bio Highlights

- Motivated project manager experienced with response, recovery, and mitigation planning and stakeholder
- Engagement support for emergency management
- Seasoned disaster recovery expert with a deep understanding of program policies, policy implementation, and grant compliance
- Flexible leader who prioritizes project and clients' needs, finding ways to leverage team members' skill sets and backgrounds

## Relevant Experience

### Project Manager, Louisiana's Government Office of Homeland Security and Emergency Preparedness (GOHSEP) and FEMA, Hurricane Ida, Del Sol Consulting, Greenwell Springs, LA, November 2021– 2022

- Performed QA/QC review of payment requests to ensure scope of work is eligible, documentation is complete, and request is in compliance with FEMA PA policy, Federal laws and regulations
- Provided feedback on eligibility or documentation issues that arose QA/QC of payment request
- Coordinated with teams (internal and external) to review and prepare necessary documents

### Project Manager, New York State's Division of Homeland Security and Emergency Services (DHSES) and FEMA, FEMA 428 Public Assistance Alternative Procedures Program, Del Sol Consulting, Nassau County, New York, November 2019 - present

- Review and prepare project closeout packages for submission to New York State's Division of Homeland Security and Emergency Services (DHSES) and FEMA on behalf of Nassau County, New York. Grant funding awarded through the FEMA 428 Public Assistance Alternative Procedures Program for this project exceeds \$810 million.





- ▶ Project Management: Government Projects, LinkedIn 2019
  - Develop and present closeout process for FEMA 428-funded contracts to county and state officials.
  - Streamline closeout process, in coordination with county representatives and consultants, to ensure allocated project funding was used in compliance with FEMA guidance and policy.
- Monitor ongoing projects to determine when a contract is complete and can be prepared and submitted for closeout, reconcile project costs, adjust closeout schedule as needed.
- Created an individualized QA/QC checklist for each closeout package.
- Prepared and submitted 26 rolling closeouts, with a total project cost of \$209 million, to DHSES and FEMA for closeout approval.
- \$136 million of awarded construction, construction management and design contracts have been approved by FEMA for closeout.

#### **Project Manager, City of Port Aransas, TX, Grant Management Services, Del Sol Consulting, February 2019 - present**

- Assist the City of Port Aransas, Texas, to procure and administer HUD CDBG-DR, FEMA PA, and Hazard Mitigation Grant Program (HMGP) 404 grant funds, exceeding \$60 million.
- Manage initiation and development of Hurricane Harvey CDBG-DR Infrastructure and CDBG-DR Buyout and Acquisition applications exceeding \$6.5 million, on behalf of the client for submission to the Texas General Land Office (GLO).
- Create CDBG-DR buyout, acquisition, and infrastructure PowerPoint presentations for clients, outlining GLO, CDBG, and HUD program requirements
- Informed Port Aransas council members of the projects and requirements they can undertake to receive infrastructure funding
- Identified infrastructure projects that met eligibility requirements for CDBG-DR funding; resulted in \$4.2 million CDBG-DR infrastructure funding awarded to the city of Port Aransas for drainage project
- Guide and inform clients regarding HUD and CDBG-DR policies, including the Uniform Relocation Assistance (URA) and Relocation Assistance and Anti-Displacement Plan
- Utilize damage assessments, census data, and data analysis to identify target areas for the Buyout and Acquisition Program
- Assist client with submission and procurement of funding through HMGP

#### **Project Manager, New York Governor's Office of Storm Recovery (GOSR), Superstorm Sandy, Ardurra Group Inc./Elysian Consulting/Lopez Management, Mineola, NY, June 2017 – February 2019**

- Worked for Ardurra and two contractors, Elysian Consulting and Lopez Management, to support Nassau County, NY with grant management and compliance on CDBG-DR and FEMA projects that received over \$150 million in funding through the New York Governor's Office of Storm Recovery (GOSR) following Superstorm Sandy.
- Managed grant compliance for CDBG-DR infrastructure projects with budgets exceeding \$65 million
- Ensured CDBG-DR and FEMA projects met compliance and closeout requirements and prepared projects for submission to GOSR for closeout



- Prepared the first Hurricane Sandy closeout packages submitted to GOSR in New York State in which no funds were recouped
- Develop guidance and training to close out CDBG-DR Infrastructure projects and to prepare for submission to GOSR

#### **Lead Teacher, SciTech Academy, New Orleans, LA, July 2014 – June 2017**

- Created and led data-driven targeted lessons to help students achieve over 110% growth on Louisiana State testing.

#### **Team Lead, Louisiana Office of Community Development, New Orleans, LA, November 2011 – October 2013**

- Managed Hazard Mitigation Grant Program home elevation and reconstruction projects administered by the Louisiana Governor's Office of Homeland Security and Emergency Preparedness in response to Hurricane Katrina.

### **Relevant Experience**

- Del Sol Consulting, February 2019–present
- Ardurra Group Inc./Elysian Consulting and Lopez Management, June 2017 – February 2019
- SciTech Academy, June 2014 – June 2017
- Louisiana Office of Community Development, November 2011 – October 2013



### Meets Position Requirements

- ✓ Minimum of three years of direct experience in providing environmental review subject matter expertise for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Experience authoring and reviewing area-wide (Tier 1) environmental review records.
- ✓ Experience authoring or reviewing site-specific (Tier 2) environmental reviews.

### 27 Years of Experience

#### AREAS OF EXPERTISE

- ▶ HUD Community Development Block Grant-Disaster Recovery (CDBG-DR)
- ▶ HUD Tiered Environmental Reviews
- ▶ National Environmental Policy Act (NEPA)
- ▶ HUD Regulations 24 CFR 58
- ▶ Historic Preservation
- ▶ Section 106 Reviews
- ▶ Disaster Recovery Process Planning
- ▶ Project Management

#### EDUCATION

- ▶ M.S., Preservation Studies, Tulane University, New Orleans, LA, 2012
- ▶ B.A., Historic Preservation & Architecture History, Savannah College of Art and Design, Savannah, GA, 1998

#### CERTIFICATIONS

- ▶ Qualified Historic Preservation Professional, Secretary of the Interior (SOI)

### Bio Highlights

- More than 20 years of experience in historic preservation.
- More than 14 years of experience advising and implementing federal and state disaster recovery programs.
- Reviewed or performed Tier 1 and Tier 2 environmental reviews according to HUD guidance.
- Worked with HUD environmental staff to develop a streamlined process for completing environmental reviews for CDBG-DR programs. This approach is at the forefront of aligning and coordinating HUD and FEMA environmental and Section 106 reviews into a single process.
- Contributed to the HUD Addendum process to the FEMA Programmatic Agreement (PA) program, which streamlines Section 106 compliance and has become a model for recovery cooperation among federal, state, local, and tribal partners.

### Relevant Experience

#### Environmental Adviser, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC Recovery Program—HGA, Raleigh, NC, August 2020–present

- Works directly with NCORR Environmental Manager on the review of the Tier 1 and Tier 2 environmental reviews for the following single-family programs: manufactured home repair or replacement, reimbursement, and elevation assistance.
- Working with NCORR and the North Carolina State Historic Preservation Officer (SHPO) on drafting a programmatic agreement using the FEMA prototype PA template.
- Reviews environmental Tier 2 reviews for the following CDBG-MIT program types: affordable housing and strategic buyouts.



## TRAINING

▶ CDBG-DR Fraud Training, HUD Office of the Inspector General, 2020

### **Environmental/Historic Preservation Manager, Virgin Islands Housing and Finance Authority (VIHFA), Disaster Recovery Program—HGA, New Orleans, LA, April 2018–2021**

- Worked directly with the VIHFA Environmental Director daily on developing the environmental review process for all CDBG-DR-funded programs. Conducted weekly conference calls as well as organized onsite environmental training with HUD Regional Environmental Officers and HUD Headquarters environmental staff.
- Worked with HUD’s Federal Preservation Officer and the U.S. Virgin Islands (USVI) SHPO on the HUD Addendum to the FEMA PA for Section 106 Reviews.

### **Senior Environmental/Historic Preservation Manager, RISE West Virginia Disaster Recovery Program, 2016 Floods Recovery—Ardurra Group, Columbia, SC, June 2015–March 2018**

- Completed Tier 1 broad environmental reviews for all 12 declared counties and worked on Tier 2 site-specific environmental reviews for approximately 1,000 applicants.
- Performed site-specific environmental assessments and adapted FEMA environmental and historic preservation (EHP) reviews for the HMGP match. Wrote environmental policy and procedures for all programs.
- Completed 80 reviews for activities and projects that were Categorically Excluded Subject to Section 58.5 pursuant to 24 CFR 58.35(a).

### **Environmental Manager and acting Historic Preservation Specialist, South Carolina Disaster Recovery Office (SCDRO), Severe Storms and Flooding and Hurricane Matthew—Ardurra Group, Columbia, SC, 2015–2018**

- Completed 23 Tier 1 Broad environmental reviews for all 23 declared counties in three months; these reviews included published Findings of No Significant Impact (FONSI) and Notice of Intent to Request Release of Funds (NOI/RROF) for the declared severe storms and flooding disaster.
- Reviewed more than 2,500 Tier 2 site-specific environmental reviews and cleared them in the environmental system of record.
- Helped streamline the environmental process for counties affected by both the 2015 floods and Hurricane Matthew by working with HUD to determine if 24 CFR Part 58.47 would apply if a Tier 1 broad environmental review had already been completed. HUD approved re-evaluation for the 24 counties affected by both disasters, allowing immediate authorization of funds and completion of Tier 2 reviews.
- Selected as the Secretary of the Interior (SOI) Qualified Historic Preservation Professional to review project activities using the Tier 2 programmatic allowances in the HUD/FEMA Programmatic Agreement; conducted standard Section 106 reviews with South Carolina Department of Archives SHPO.

### **HUD CDBG Environmental Technical Advisor, New York State Homes and Community Renewal (HCR) Environmental Unit and Governor’s Office of Storm Recovery (GOSR), New York Rising Housing Recovery Program—GCR, New York, NY, 2013–2014**

- Worked with HCR environmental staff to complete and review all Tier 1 and Tier 2 reviews for New York Rising Buyout and Acquisition Program, including Homeowner Programs; Single-Family, Rental Properties, 5+ Residential Properties, and Bulkhead Programs; and NY Rising Small Business Recovery Program.



### **Disaster Recovery Environmental Analyst and Architectural Historian/Section 106 Reviewer, Disaster Recovery for Hurricanes Katrina, Rita, Gustav and Ike—State of Louisiana, Baton Rouge, LA, 2007–2013**

- Ensured release of CDBG-DR funds after proper environmental certification had been submitted to the State.
- Provided support to grantees and parish program staff for the environmental review process while working with environmental consultants on completing environmental assessments (EAs), environmental impact statements (EISs), and Environmental Review Records (ERRs).
- Tracked all FEMA 106 reviews for the LA SHPO while providing knowledge of Section 106 rules, regulations, processes, and procedures.
- Provided on-site outreach to property owners, developers, and citizens about the Section 106 process and local zoning issues.

### **Historic Preservation Specialist, Disaster Recovery for Hurricanes Katrina and Rita—FEMA, Baton Rouge, LA, 2005–2007**

- Drafted Determination of Eligibility for structures 45+ years old; completed National Historic Preservation Act compliance reviews; signed off on project worksheets for NEPA and Section 106 review compliance; and provided technical assistance to affected parishes on FEMA's EHP and Section 106 compliance responsibilities.

## **Employment**

- HGA, April 2018–present
- Ardurra Group, LLC, June 2015–March 2018
- GCR Inc., 2013–2014
- State of Louisiana, 2007–2013
- FEMA, 2005–2007



## Meets Position Requirements



A minimum of three years direct experience in providing environmental review Subject Matter Expertise for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina.



Prior experience authoring or reviewing area-wide (Tier 1) environmental review records and authoring or reviewing site-specific (Tier 2) environmental reviews

## 7 Years of Experience

### AREAS OF EXPERTISE

- ▶ HUD/FEMA Environmental Compliance
- ▶ Biological wetland delineation
- ▶ Bilingual
- ▶ Geographic Information System (GIS) skills

### EDUCATION

- ▶ B.A. Environmental Studies, University of North Carolina

## Bio Highlights

- Started his career in environmental consulting, completing biological delineations for large-scale construction projects to allow the necessary permitting through wetland reporting and further review.
- Has over four years of experience conducting environmental reviews with FEMA- and HUD-funded projects to ensure compliance with applicable regulatory requirements.

## Relevant Experience

### Environmental Specialist, Mpac Strategic Consulting, HUD CDBG-DR Program Environmental Reviews, Fort Bend County and City of Robstown, Texas, 2021–Present

- Assisting in the HUD Part 58 environmental reviews for the City of Robstown where CDBG-DR funds were used to install and upgrade generators at critical facilities, including Police, Fire, and EMS stations.
- Conducted HUD Part 50 environmental reviews for Fort Bend County, TX where CDBG annual allocation funds are utilized for infrastructure repairs in smaller towns within the county.

### Lead Environmental Specialist, SWCA Environmental Consultants, Houston, Texas 2018–2020

- Led environmental delineation efforts for large construction projects to provide wetland reporting for permitting efforts.
- Organized logistic approaches for day-to-day scheduling of field work.
- Communicated with various private landowners and construction project managers.

### Environmental Inspections and Reviews, FEMA, Houston, Texas 2017–2018

- Met with and discussed details with applicants on information pertaining to damage done by Hurricane Harvey as part of the individual assistance program.



- Conducted environmental site inspections after Hurricane Harvey, which included assessing hydrologic conditions, historical information, and site reconnaissance.
- Conducted environmental reviews to ensure compliance with applicable regulatory requirements.

#### **Staff Biologist, Perennial Environmental Services, Houston, Texas 2015–2017**

- Conducted pipeline inspections and biological surveys to determine the land's environmental values.
- Prepared environmental data for federal permitting according to pipeline construction impacts.
- Evaluated complex GIS mapping data to collect and analyze field data more efficiently.
- Surveyed a \$750 million, 162-mile pipeline project and processed the relevant data.
- Worked alongside the Army Corps of Engineers and the Federal Energy Regulatory Commission.

### **Employment**

- MPACT Strategic Consulting LLC, 2021–Present
- SWCA, 2018–2020
- FEMA, 2017–2018
- Perennial Environmental Services, 2015–2017
- BP, 2004–2006





### Meets Position Requirements

- ✓ Minimum of three years of direct experience in providing environmental review subject matter expertise for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Experience authoring and reviewing area-wide (Tier 1) environmental review records.
- ✓ Experience authoring or reviewing site-specific (Tier 2) environmental reviews.

### 19 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Environmental Law
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ National Environmental Policy Act (NEPA) and HUD 24 CFR 58
- ▶ Environmental Assessments and Reviews
- ▶ Project Management
- ▶ Training

#### EDUCATION

- ▶ M.S., Environmental Law, *magna cum laude*, Vermont Law School, South Royalton, VT
- ▶ J.D., Vermont Law School, South Royalton, VT

#### CERTIFICATIONS

- ▶ Attorney License, MN, November 2003
- ▶ Environmental Risk Management Certification, Texas State University International Institute of Environmental Risk (IIERM), Management, San Marcos, TX
- ▶ Texas CDBG Administrator Certification, November 2017

### Bio Highlights

- Currently serves as an Environmental Subject Matter Expert preparing 24 CFR 58 environmental reviews in HEROS for NCORR Community Development’s Affordable Housing Development Fund, Infrastructure Recovery, Public Housing, and other Programs.
- Experience in producing Environmental Assessments and Categorically Excluded Subject To §58.5 (CEST), Categorically Excluded Not Subject To §58.5 (CENST), Exempt, and Re-evaluation Memorandum environmental reviews.
- Drafted Tier 1 Programmatic Reviews for Tropical Storm Fred recovery in Haywood, Buncombe, and Transylvania Counties.
- Managed more than 10,000 NEPA and State Environmental Quality Review Act (SEQR) reviews for the NY Governor’s Office of Storm Recovery (GOSR) on housing, small business, and community reconstruction projects, including the first environmental review completed under the NY Rising Community Reconstruction Program.
- Coordinated, streamlined, and developed strong relationships for consultations with all federal, state, and local agencies and indigenous Tribes, Nations, and Communities.
- Identifies the requisite level of environmental review and any deficiencies, then addresses and completes per HUD 24 CFR 58 process requirements to Authority to Use Grant Funds (AUGF) status in HEROS.
- Identifies needs and drafts legal documents to address these, including memoranda of agreement, restrictive covenants, and necessary documentation such as Notice to Proceed and environmental closeout letters.
- Conducted subrecipient training on 24 CFR 58 requirements, trained hundreds of environmental consultants nationwide, and provided guidance to subrecipients, developers, consultants, and contractors on the 24 CFR 58 environmental review process.





- Has HUD CDBG-DR 24 CFR 58 environmental review experience in affordable housing, bulkhead repair, buyout/acquisition, code enforcement, community reconstruction, economic development, housing assistance, infrastructure, public housing, single-family housing, small business recovery, and other programs.

## Relevant Experience

### **Environmental Subject Matter Expert, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation for HUD CDBG-DR/-MIT Programs—HGA, Durham, NC, August 2021—present**

- Manages, prepares, edits, performs quality assurance/quality control (QA/QCs) reviews, and submits all NCORR Community Development HUD CDBG-DR 24 CFR 58 NEPA environmental reviews through HEROS while tracking and reporting review status.
- Coordinates and assists the Affordable Housing Development Fund Program developers and consultants with identifying HUD Part 58 compliance requirements, making attachments, and revising the environmental review before submitting in HEROS for the Request for Release of Funds (RROF) and AUGF.
- Provides Infrastructure Recovery Program subrecipients and their contractors with guidance on the 24 CFR 58 process, identifies the review level, prepares the environmental review, submits it through HEROS, and obtains AUGF.
- Guides projects from initial site selection through agency consultations with the State Environmental Clearinghouse, U.S. Fish and Wildlife, U.S. Army Corps of Engineers, State Historic Preservation Office, and Tribes through publication or posting; submission of RROF to HUD; receipt of the AUGF; and obtaining closeout items.
- Drafted Tier 1 Programmatic Reviews for Tropical Storm Fred recovery efforts in Haywood, Buncombe, and Transylvania Counties.

### **Environmental Compliance Services Manager, New York GOSR, Infrastructure and Affordable Housing Programs—Tectonic Engineering, Mountainville, NY, 2014—2018**

- Provided senior program, project, and technical management and QA/QC review of HUD CDBG-DR 24 CFR 58 NEPA and SEQR environmental reviews for rebuilding and resilience of communities affected by Hurricanes Sandy and Irene and Tropical Storm Lee across 34 disaster counties in New York.
- Managed and performed QA/QC reviews for more than 40 NEPA and SEQR infrastructure projects, including wetland delineations; Section 7 Endangered Species Assessments; noise assessments; Phase I and II Environmental Site Assessments (ESAs); U.S. Army Corps of Engineers, state, and local permitting and regulatory compliance; surveying; alternatives analyses; and Section 106 archaeological surveys and monitoring.
- Tracked and reported the status of environmental reviews to GOSR.
- Ensured compliance with GOSR and HUD requirements and provided supporting documentation to GOSR.

### **Small Business Recovery Program Manager, New York GOSR, Small Business Recovery Program—Tectonic Engineering, Mountainville, NY, 2014—2018**

- As the Small Business Recovery Program Manager, provided senior program, project, and technical management and QA/QC review, with 279 completed HUD CDBG-DR 24 CFR 58 NEPA and SEQR environmental reviews (EA, CEST/CENST, Exempt, and Re-evaluations) and supported environmental studies and cultural resource management services.
- Managed projects from start to finish, including initial site evaluation; prompt identification of issues with proposed solutions; agency and Tribal consultations; preparation of Environmental Review Records (ERRs); publication of Part 55 early and final floodplain and wetland notices, Finding of No Significant Impact (FONSI), and



Notice of Intent to Request Release of Funds (NOI-RROF); QA/QC review and revision of ERRs and supporting studies; acquisition of affidavits; final and complete ERR submission; tracking; and weekly case updates to GOSR.

- Ensured timely and responsive client management with GOSR, subcontractor training and management, and compliance with GOSR and HUD requirements.

### **Senior Environmental Scientist/Tier 2 Manager, New York GOSR, Housing Rehabilitation, Bulkhead Repair, and Buyout/Acquisition Programs—ProSource, Coon Rapids, MN, 2013–2014**

- Created and managed the HUD CDBG-DR 24 CFR 58 NEPA and SEQR Tier 2 process for the NY Rising single-family housing rehabilitation program; researched NY laws; coordinated and trained staff and hundreds of subcontractor employees on the completion of Tier 2 forms; ensured completion and organization of NEPA and SEQR Tier 2 forms, and drafted process training manuals.
- Tracked and organized more than 14,000 applicant files for daily reporting to the New York Governor's Office.

## **Employment**

- Arcola Environmental LLC, August 2021–present
- Tectonic Engineering & Surveying Consultants, P.C., November 2014–June 2018
- ProSource Technologies, August 2013–November 2014
- Bay West, Inc., June 2010–January 2012
- Opus, July 2007–January 2009
- Town of Berlin, VT, January 2006–May 2007



### Meets Position Requirements

- ✓ Experience reviewing area-wide (Tier 1) environmental review records.
- ✓ Experience reviewing site-specific (Tier 2) environmental reviews.

### 16 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ FEMA Hazard Mitigation Assistance (HMA) Programs, including Hazard Mitigation Grant Program (HMGP), Federal Mitigation Assistance (FMA), and Building Resilient Infrastructures and Communities (BRIC)
- ▶ FEMA Non-Disaster (Preparedness) Grant Programs
- ▶ FEMA Public Assistance (PA) Programs
- ▶ HUD Community Development Block Grant-Disaster Recovery (CDBG-DR) Programs
- ▶ Grant Application Development
- ▶ Benefit-Cost Analysis (BCA)

#### EDUCATION

- ▶ M.S., Business Administration and Management, University of Phoenix, 2013
- ▶ B.S., Business Management, University of Phoenix, 2010

#### CERTIFICATIONS

- ▶ Certified Floodplain Manager (CFM), Association of State Floodplain Managers, 2019

### Bio Highlights

- 16 years of experience specializing in FEMA Hazard Mitigation and Non-Disaster Grant programs.
- Worked in emergency management since 2006, with Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP), GrantWorks, Quality Engineering & Surveying, and HGA.
- Successfully supervised the development of more than 180 project applications in excess of \$360 million in newly approved and awarded grant applications for several parishes across Louisiana.
- Supervised the development of more than 100 amendments worth more than \$90 million.
- Helps local communities prepare and manage federal grant applications and awards.
- Familiar with rules and regulations for all FEMA Hazard Mitigation Assistance programs and the Public Assistance Program.
- Developed and presented learning tools at the Louisiana Hazard Mitigation Road Shows.

### Relevant Experience

#### Environmental Adviser, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC Recovery Program—HGA, Baton Rouge, LA, July 2022—present

- Currently assists NCORR with environmental reviews.

#### Senior Grant Manager, Louisiana GOHSEP, Program Management Assistance for Stafford Act – HMGP for Subrecipients—HGA, Baton Rouge, LA, April 2022—present

- Provides technical assistance and benefit-cost analysis (BCA) assistance to Vernon Parish and Iberia Parish for damages from Hurricane Laura.
- Developing HMGP applications for Vernon Parish for wind retrofit and generator projects.



## PROFESSIONAL AFFILIATIONS

- ▶ Louisiana Floodplain Managers Association (LFMA), Member
- ▶ Association of State Floodplain Managers (ASFPM), Member

## TRAINING

- ▶ FEMA BCA Toolkit Version 6.0 Training
- ▶ FEMA IS-1000 Public Assistance Program and Eligibility
- ▶ FEMA IS-212.b Introduction to Unified Hazard Mitigation Assistance (HMA)
- ▶ FEMA IS-253.a Overview of FEMA Environmental and Historic Preservation Review
- ▶ FEMA IS-273 How to Read a Flood Insurance Rate Map
- ▶ FEMA IS-274 How to Use a Flood Insurance Study (FIS)
- ▶ FEMA IS-321 Hurricane Mitigation Basics for Mitigation Staff
- ▶ FEMA IS-322 Flood Mitigation Basics for Mitigation Staff
- ▶ FEMA IS-393.b Introduction to Hazard Mitigation
- ▶ FEMA IS-727 Floodplain Management and Protection of Wetlands
- ▶ FEMA IS-1014 Integrating 406 Mitigation Considerations into Your Public Assistance Grants
- ▶ FEMA IS-1100.a Increased Cost of Compliance
- ▶ FEMA IS-1117 Severe Repetitive Loss for Agents

- Monitors all application development and coordinates between Parishes and HGA.

### **Senior Project Manager, Tangipahoa Parish Government, Hazard Mitigation Assistance—Quality Engineering & Surveying, LLC, Baton Rouge, LA, November 2017–April 2022**

- Worked with Tangipahoa Parish to ensure compliance with program requirements.
- Provided technical assistance with audit defense, supported reconciliation and accounting for eligible costs, and gathered supporting documentation for awards to ensure audit-quality closeout files.
- Monitored the progress of 25 projects to ensure that all federal and state grant requirements were met and that files were closed within the approved Period of Performance (POP).
- Provided weekly reports to the client and to quality management regarding task work, deliverables, and project status.

### **Point of Distribution (POD) Lead, Louisiana Office of Community Development (OCD), Restore Louisiana Homeowner Assistance Program—IEM, Baton Rouge, LA, June–November 2017**

- Managed workflow for 20 employees, creating team schedules, delegating tasks, and prioritizing cases per OCD rules and regulations.
- Assessed work performance of employees and identified areas that needed improvement.
- Ensured that goals, deadlines, and performance standards were met.
- Met with management weekly to update status of cases, employees, and the program.

### **Disaster Relief Manager, Grantworks, Inc., Baton Rouge, LA, August 2016–June 2017**

- Provided technical assistance to communities on the full spectrum of FEMA mitigation grant programs and Public Assistance grant programs.

### **State Applicant Liaison (SAL) Team Leader, Hazard Mitigation Program, Louisiana GOHSEP, Baton Rouge, LA, October 2011–July 2016**

- Led a team of three State Applicant Liaisons in providing technical assistance to Hazard Mitigation (HM) applicants on the full spectrum of FEMA mitigation grant programs.

- Organized and prioritized workloads, monitored the progress of all Hazard Mitigation projects, and provided weekly updates to the Section Chief.
- Maintained all Hazard Mitigation grant schedules and ensured that the three SALs on the team had sufficient work.



- Facilitated conversations between local and federal government agencies, using negotiation skills to obtain project approvals.
- Reviewed cost analyses of funds to ensure that they met the guidelines for cost reasonableness.
- Maintained high customer service standards and a high level of professionalism when performing these duties.

#### **Non-Disaster Grants Team Leader, Louisiana GOHSEP, Baton Rouge, LA, May 2006–October 2011**

- Provided guidance and oversight to the team, and provided technical assistance to applicants statewide.
- Developed and presented learning tools at the Unified Hazard Mitigation Assistance Summit.
- Participated in and presented non-disaster training statewide through the Community Education and Outreach program.
- Increased efficiency in the workplace and worked directly with team to develop customer-focused content.

## **Employment**

- HGA, April 2022–present
- Quality Engineering & Surveying, LLC, November 2017–April 2022
- IEM, June–November 2017
- Grantworks, Inc., August 2016–June 2017
- Louisiana GOHSEP, May 2006–July 2016



**Meets Position Requirements**

- ✓ Minimum of three years of direct experience in providing environmental review subject matter expertise for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Experience authoring and reviewing area-wide (Tier 1) environmental review records.
- ✓ Experience authoring and reviewing site-specific (Tier 2) environmental reviews.

**14 Years of Experience**

**AREAS OF EXPERTISE**

- ▶ Disaster Recovery
- ▶ Grant Management
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT)
- ▶ Compliance and Reporting
- ▶ Environmental Reviews
- ▶ Emergency Solutions Grants (ESG) Program
- ▶ Housing Opportunities for Persons with AIDS (HOPWA)

**EDUCATION**

- ▶ M.A., Healthcare Administration, University of Houston at Clear Lake, Houston, TX, 2009
- ▶ B.S., Political Science, Louisiana State University, Baton Rouge, LA, 2003

**TRAINING**

- ▶ FEMA BCA Toolkit Version 6.0 Training
- ▶ HUD Environmental Reviews, HUD, 2011
- ▶ Basically CDBG, National Community Development Association, 2009

**Bio Highlights**

- More than 13 years of experience with CDBG rules and regulations, to include policy development for local government and preparing HUD Environmental Review Records.
- Prepared Tier 1 broad-level reviews for large-scale disaster recovery housing rehabilitation and replacement projects on county and state level.
- Completed more than 1,000+ Tier 2 site-specific reviews for scattered-site housing demolition and rehabilitation projects.
- Prepared HUD Environmental Assessments for public facilities and multi-family housing projects for local governments.
- Experienced HUD HEROS Partner user.
- Administered over \$20 million in CDBG grants within five years for a Louisiana parish.
- Administered over \$100 million in HUD programs for local government, which included ensuring compliance with CDBG regulations and submitting requests for payment.
- Assisted 10 local governments with their Coronavirus Aid, Relief, and Economic Security (CARES) Act applications to the State of Louisiana for reimbursement on COVID-19–related expenses, resulting in a disbursement of \$8 million.

**Relevant Experience**

**Environmental Adviser, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC Recovery Program—HGA, Baton Rouge, LA, July 2022–present**

- Works directly with NCORR Environmental Manager on the review of the Tier 2 environmental reviews for the following single-family programs: manufactured home repair or replacement, reimbursement, and elevation assistance.





### **Senior Grant Manager, Texas General Land Office, Texas Back In Business Program—HGA, Baton Rouge, LA, February 2021–April 2021**

- Managed applicant communications during program transition and implementation phases.
- Prepared site-specific Environmental Review Records.
- Assisted in setting up program call center.
- Developed forms, templates, and accompanying process flow.
- Participated in development of projects and procedures.

### **Senior Grant Manager, City-Parish of East Baton Rouge, CDBG Administrative Management—HGA, Baton Rouge, LA, January 2018–present**

- Develops policies and procedures for all aspects of the City-Parish entitlement program. Ensures program compliance with all CDBG requirements.
- Prepares Environmental Review Records for housing and infrastructure.
- Assists with completion of Consolidated Annual Performance Evaluation Report (CAPER) end-of-year reporting for all entitlement funds.
- Develops Section 504 Compliance Plan, Section 3 Compliance Plan, Subrecipient Management Plan, Rehabilitation Program policy, CDBG procurement policy, and CDBG/CDBG-DR administrative policies.
- Assisted in preparation of five-year Consolidated Plan.
- Provided technical assistance on HOME, CDBG, HOPWA, and ESG.

### **Grant Manager, Build Baton Rouge, HUD Environmental Reviews and Administrative Management—HGA, Baton Rouge, LA, January 2018–2020**

- Prepared Environmental Review Records for housing, infrastructure, and public service projects.
- Corresponded with local, state, and federal agencies regarding National Environmental Policy Act (NEPA) requirements.
- Created and maintained shared file management and tracking system on Microsoft SharePoint for all environmental reviews.
- Provided technical assistance to client and subrecipients.
- Supported CDBG-CV, HOPWA-CV, and ESG-CV coronavirus funding allocations to Baton Rouge through the CARES Act.

### **Senior Grant Manager, City of Gretna, CDBG Administrative Management—HGA, Gretna, LA, January 2016–December 2020**

- Developed policies and procedures for all aspects of the CDBG program. Ensured program compliance with all CDBG requirements.
- Ensured cost-reasonableness of change orders and contract amendments.
- Prepared final project completion and monitoring reports.

### **Senior Grant Manager, Plaquemines Parish CDBG-DR Housing Assistance Program—HGA, Plaquemines Parish, LA, 2015–2021**

- Prepared Environmental Review Records for 175 properties.
- Provided technical assistance to low-income applicants before, during, and after the construction process.



- Conducted community outreach.
- Tracked expenditures for all aspects of the program, including direct construction costs and indirect administrative costs.
- Developed processes, policies, and procedures for all aspects of the program.
- Ensured program compliance with CDBG-DR requirements.
- Tracked each property from application to completion.
- Prepared draw requests.
- Prepared application and project budget amendments.

#### **Senior Grant Manager, Jefferson Parish, LA, Hurricanes Katrina, Rita, Gustav, and Ike CDBG-DR Infrastructure Programs—HGA, New Orleans, LA, 2015–2020**

- Coordinated project schedules from environmental clearance through engineering and construction administration to ensure that critical path milestones were met on time.
- Prepared monthly status reports and guided development and review of plans and specifications.
- Coordinated environmental review and contracting practices to identify and prevent choice-limiting actions.
- Ensured cost-reasonableness of change orders and contract amendments.
- Processed requests for payment and prepared final project completion and monitoring reports.

#### **Grants Project Manager, St. Tammany Parish Government, 2009–2014**

- Provided fiscal administration of CDBG entitlement and CDBG-DR funds for parish government.
- Managed the grant budget.
- Drafted grant applications and proposals.
- Coordinated, managed, and implemented projects.
- Monitored all applicable grant-funded projects for compliance with local, state, and federal regulations.



## **Employment**

- HGA, 2015–present
- St. Tammany Parish Government, 2009–2014





### Meets Position Requirements

- 
 A minimum of three years direct experience in providing environmental review Subject Matter Expertise for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina.
- 
 Prior experience authoring or reviewing area-wide (Tier 1) environmental review records and authoring or reviewing site-specific (Tier 2) environmental reviews

### 19 Years of Experience

#### AREAS OF EXPERTISE

- ▶ NEPA Compliance
- ▶ Interagency Consultations & Coordination
- ▶ Program Development & Management
- ▶ Risk Averse Forecasting
- ▶ Subcontractor Oversight

#### EDUCATION

- ▶ Human Services Coursework, St. Edwards University

#### CERTIFICATIONS

- ▶ Certified Floodplain Manager (CFM), Assoc. of State Floodplain Managers

### Bio Highlights

- Possesses over 19 years of experiences as a qualified program management and emergency management professional, with extensive experience in disaster recovery grant program administration, such as the HUD Community Development Block Grant – Disaster Recovery (CDBG-DR) and FEMA Individual Assistance (IA) and Public Assistance (PA) grant programs.
- Has significant experience conducting and overseeing environmental reviews of HUD and FEMA grant applications to ensure compliance with applicable regulatory requirements.
- Has years of experience coordinating interagency environmental compliance reviews for housing, infrastructure, and economic development projects, including in-depth knowledge and expertise with the laws and Executive Orders listed below and the corresponding regulations and policies implementing them.

### Relevant Experience

**Lead Environmental Advisor, Fort Bend County Community Development Department – Hurricane Harvey, HUD CDBG-DR/MIT Housing and Infrastructure Programs, Richmond, Texas, February 2021–Present**

- Responsible for ensuring compliance with both HUD Part 50 and Part 58 Environmental coordination requirements for CDBG-related Programs.
- Has worked with local communities including, the City of Richmond, the City of Rosenberg, the City of Orchard, and the City of Beasley to achieve environmental compliance for HUD-funded improvement projects.
- Working on the Big Creek infrastructure improvement project which runs in and through Fort Bend County. This project involved complex coordination with the U.S. Army Corp of Engineers and other federal agencies.



**Lead Environmental Advisor, North Carolina Office of Recovery and Resiliency (NCORR), ReBUILD NC, Hurricanes Matthew & Florence, HUD CDBG-DR Housing and Infrastructure Programs, July 2019–September 2020**

- Served as the Lead Environmental Advisor to the State of North Carolina responsible for ensuring federal grant-funded restoration projects related to Hurricanes Matthew and Florence complied with all applicable environmental laws and regulatory requirements.
- Provided oversight, guidance, and technical assistance for: grant application reviews; coordination of National Environmental Policy Act (NEPA) review activities (e.g., environmental assessments, impact studies, etc.); and coordination of interagency consultations, as required.
- Served as a subject matter expert for State staff, joint-stakeholders, and contractors/consultants.
- Contributed guidance for the compilation of the State of North Carolina’s HUD CDBG- MIT Competition Application.

**Senior Level Analyst, Texas General Land Office (GLO) – Hurricane Harvey, FEMA PA Partial Repair and Essential Power for Sheltering (PREPS) Program, Austin, Texas, September 2011–June 2015**

- Served as a Senior Level Analyst for the PREPS program.
- Was responsible for reviewing grant applications to ensure compliance with NEPA and regulatory requirements per 44 Code of Federal Regulations (CFR) Part 13.
- Provided recommendations regarding necessary measures to satisfy and/or minimize the adverse impacts to compliance requirements as well as placed conditions on grants to ensure environmental compliance.

**Texas General Land Office (GLO) – Hurricanes Ike and Dolly, HUD CDBG-DR, Austin, Texas Austin, Texas, August 2008–September 2011**

- Was responsible for managing HUD Part 58 environmental compliance requirements for Hurricanes Ike and Dolly, including Bastrop Wildfires, Long-Term Disaster Recovery Projects.
- Primary duties included such activities as: (1) providing environmental oversight of state-contracted environmental consulting firms, service providers, and State staff; (2) serving as a subject matter expert for environmental regulations interpretation; and (3) facilitating interagency consultations with Councils of Government (COGs), units of local government, nonprofit and for-profit organizations, as well as other Federal agencies.
- Routinely identified training needs, developed training materials, and conducted training for both internal staff and external stakeholders.

**Environmental Specialist, Texas Department of Housing & Community Affairs (TDHCA), HUD CDBG-DR, Austin, Texas, August 2008–September 2011**

- Served as an Environmental Specialist with the TDHCA where he was responsible for consulting with Councils of Government (COGs), nonprofit and for-profit organizations, as well as other federal, state and local entities to coordinate environmental compliance reviews of federally funded housing, infrastructure and economic development projects.
- Monitored Section 106 environmental reviews for regulatory compliance, and reviewed environmental project descriptions, classifications, and support documentation to determine whether environmental compliance requirements were met / satisfied for HUD funded activities.
- Maintained Master Environmental Review Records for multiple program contracts and ensures quality assurance is met.



## Employment

- MPACT Strategic Consulting, LLC, 2015–Present
- Texas General Land Office, 2011–2015
- Texas Department of Housing and Community Affairs, 2008–2011



### Meets Position Requirements

- ✓ Minimum of three years of direct experience in providing infrastructure subject matter expertise for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Prior experience authoring CDBG-DR infrastructure policies and implementing CDBG-DR infrastructure programs.

### 9 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Project Management
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR)
- ▶ FEMA Hazard Mitigation Grant Program (HMGP)
- ▶ FEMA Public Assistance (PA)
- ▶ Low-Income Housing Tax Credit (LIHTC) Program
- ▶ Economic Revitalization and Development
- ▶ Stormwater Mitigation
- ▶ Hydrological & Hydraulic Reporting
- ▶ Program/Project Management
- ▶ Contract Administration
- ▶ Financial Management
- ▶ Section 106 Reviews
- ▶ State Historic Preservation Office

#### EDUCATION

- ▶ B.A., History, Kennesaw State University, Kennesaw, GA, 2000

#### CERTIFICATIONS

- ▶ Certified Floodplain Manager (CFM), FEMA, 2011

### Bio Highlights

- Leads infrastructure projects from planning to closeout.
- Developed and constructed projects that significantly increased the rate of economic revitalization, creating jobs and opportunities in economically depressed areas.
- Developed projects that doubled-treated water capacity after storm events, allowing treatment plants to remain online and reducing dependence on outside sources.
- Certified Public Historian, skilled in Section 106 Reviews.

### Relevant Experience

#### Project Manager/Subject Matter Expert, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation for CDBG-DR/-MIT and Housing Opportunities and Prevention of Evictions (HOPE) Program—HGA, Cary, NC, April 2020–present

- Provides project management supervision for a team of 23 grant managers and subject matter professionals responsible for single- and multi-family housing, small rental, QA/QC, M/WBE, Section 3, and infrastructure for three disaster recovery programs, including Hurricane Matthew, Hurricane Florence, and HOPE rental and utilities assistance.
- Provides expertise as a Subject Matter Expert related to development of resilient infrastructure to a three-member team and 11 subrecipients impacted by Hurricanes Matthew and Florence.
- Provides expertise to the NCORR Policy Team related to CDBG-DR requirements and best-practices processes.
- Coordinates with housing development authorities and private developers to provide housing for low-to-moderate-income (LMI) populations.
- Performs initial assessment of community needs and capacity to carry out program goals. Assists communities with needed financial



- ▶ Public Historian, Economic Development, University of Georgia, 2001
- ▶ Public Historian, Public Administration, University of Georgia, 2001

## TRAINING

- ▶ Floodplain Management Continuing Education, 2011–present

- management procedures, procurement guidance, and core documentation.
- Assists with selection and pre-development of a range of critical projects. Advises communities and clients as to national objectives and eligibility criteria.
- Completes funding applications, helps procure architectural/engineering services, monitors subsequent design stages, and keeps project budgets within the funding allocation.
- Assists communities with bidding for construction of designed projects, monitors construction progress, and conducts successful closeout of projects.

### **Senior Grant Manager, New York Governor's Office of Storm Recovery (GOSR), New York Rising Community Reconstruction Program—HGA, Kingston, NY, July 2014–April 2020**

- Provided grant management services to 16 Catskills Mountains and two Mohawk Valley communities affected by Hurricanes Irene and Sandy and Tropical Storm Lee.
- Developed nearly 90 eligible projects across two upstate NY regions, covering five counties and \$45 million in HUD-funded projects.
- Coordinated with housing development authorities and private developers to provide housing for LMI populations.
- Performed initial assessments of community needs and capacity to carry out program goals. Assisted communities with needed financial management procedures, procurement guidance, and core documentation.
- Assisted with selection and pre-development of a range of critical projects. Advised communities and clients as to national objectives and eligibility criteria.
- Completed funding applications, helped to procure architectural/engineering services, monitored subsequent design stages, and kept project budgets within the funding allocation.
- Assisted communities with bidding for construction of designed projects, monitored construction progress, and conducted successful closeout of projects.

### **Grant Manager, Louisiana Office of Community Development (OCD), Hurricane Gustav/Ike Parish-Implemented Recovery Program—HGA, Baton Rouge, LA, August 2010–July 2014**

- Provided grant management services to HUD-funded Hurricane Gustav/Ike disaster recovery programs for the Louisiana parishes of East Feliciana, Jefferson, Tangipahoa, and West Baton Rouge.
- Developed 30 projects through pre-development and successful closeout, including planning projects, infrastructure projects, and economic development projects.
- Developed environmental reviews in compliance with requirements of the National Environmental Protection Act.
- Assisted communities with financial management procedures, procurement guidance, and core documentation.
- Assisted in pre-development of a range of critical projects. Advised communities and clients as to national objectives and eligibility criteria.



### **Grant Manager, Louisiana OCD, Hurricane Katrina/Rita Recovery Program—HGA, Ruston and Baton Rouge, LA, January 2009–July 2014**

- Provided grant management services for parishes affected by Hurricanes Katrina and Rita.
- Developed environmental reviews in compliance with requirements of the National Environmental Protection Act.
- Managed statewide Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) and local government emergency infrastructure projects.
- Developed 19 projects through various stages of pre-development through completion and closeout.
- Assisted communities with financial management procedures, procurement guidance, and core documentation.
- Assisted with pre-development of a range of critical projects. Advised communities and clients as to national objectives and eligibility criteria.
- Completed funding applications, helped procure architectural/engineering services, monitored subsequent design stages, and kept project budgets within funding allocations.
- Assisted communities with bidding for construction of designed projects, monitored construction progress, and conducted successful closeout of projects.

### **Grant Manager, Louisiana OCD, Housing Tax Credit Piggyback Program—HGA, Ruston and Baton Rouge, LA, April 2008–July 2014**

- Helped to develop and implement the LIHTC Davis-Bacon and Related Acts (DBRA) Certified Payroll Review Team.
- Reviewed certified payrolls, prepared monthly reporting, assessed wage restitution and liquidated damages, conducted labor compliance interviews, and assisted Department of Labor personnel in the investigation of labor compliance claims in statewide projects, including projects in Cameron, Calcasieu, Iberia, Vermilion, St. Charles, Jefferson, Orleans, and St. Tammany Parishes.
- Conducted more than 500 labor compliance interviews.
- Assessed wage restitution for interviewees owed payments by prime contractor and subcontractors.

## **Employment**

- HGA, 2008–present
- WABI America, 2006–2008
- Fort Mountain Preservation Services, 2001–2008



**Meets Position Requirements**

- ✓ Minimum of three years of direct experience in providing infrastructure subject matter expertise for a grantee or subrecipient of equivalent or greater scope of service and size to North Carolina.
- ✓ Prior experience authoring CDBG-DR infrastructure policies and implementing CDBG-DR infrastructure programs.

*20 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ HUD Community Development Block Grant – Mitigation (CDBG-MIT) Programs
- ▶ FEMA Public Assistance (PA)
- ▶ Program / Operations Management
- ▶ Policy & Regulatory Compliance
- ▶ 2 CFR 200, 24 CFR 570, 24 CFR 58, 44 CFR
- ▶ HUD Financial Management
- ▶ HUD Procurement

**EDUCATION**

- ▶ University of Texas – LBJ School of Public Affairs – Management Development Program

**CERTIFICATIONS**

- ▶ Nationally Accredited Certified Floodplain Manager, Texas Floodplain Management Association
- ▶ HUD Procurement 101 & 201
- ▶ HUD Financial Management 101 & 201

**Bio Highlights**

- Possesses over 20 years of experience as a disaster recovery and project manager, with a comprehensive history focusing on infrastructure projects funded by the U.S. Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery & Mitigation (CDBG-DR, CDBG-MIT) programs and the Federal Emergency Management Agency – Public Assistance (FEMA PA).
- 13 years of direct experience in providing infrastructure subject matter expertise for grantees and subrecipients of equivalent or greater scope of service and size to North Carolina.
- Currently serves as MPACT’s Director of Infrastructure & Resiliency Programs.
- Extensive experience in the implementation of CDBG-DR infrastructure programs, policies, and procedures.
- Policy and programmatic expertise on CDBG-DR best practices, Action Plan defined programs, and program compliance training.
- Served as the Texas General Land Office’s CDBG-DR and CDBG-MIT Team Lead, Senior Grant Manager, SME, and mentor to a team of 30 grant managers.
- Directly managed a \$600 million grant portfolio encompassing multiple disaster recovery events, including the 2011 Wildfire disaster grants, the first ever HUD funded wildfire recovery effort in Texas.
- Subject Matter Expert (SME) on HUD CDBG-DR and CDBG-MIT programs, policies, and regulations.
- Subject Matter Expert on 2 CFR 200, 24 CFR 570, 24 CFR 58, and 44 CFR.
- Leads program implementation and navigates local jurisdictions through complex state and federal regulations.





- ▶ IS-00328 – Plan Review: Local Mitigation Plans
- ▶ IS-00162 – Hazard Mitigation: Floodplain Management in Disaster
- ▶ IS-00241.b – Decision Making and Problem Solving

## AFFILIATIONS

- ▶ Texas Floodplain Management Association

## Relevant Experience

### Texas General Land Office, HUD CDBG-DR/MIT, Austin, TX, April 2012–October 2021

- Served as the General Land Office’s Senior Grant Manager/Team Lead, and foremost expert on CDBG-DR/MIT Infrastructure, and state/federal laws and regulations.
- Performed project management oversight for a grant portfolio approximating \$600 million in CDBG-DR/MIT funding, which included disasters Hurricane Ike, 2015/2016 Floods, 2011 Wildfires, and Hurricane Harvey.
- Reviewed and/or approved CDBG-DR/MIT applications from local jurisdictions, and assisted in identifying alternative project options, developed grant/project budgets and project schedules.

- Provided oversight of subrecipient and their vendors to ensure regulatory compliance with local, state, and federal laws and regulations
- Developed Standard Operating Procedures (SOP) and guidance related to programmatic and regulatory requirements
- Mentored a grant management team of 30 individuals, providing daily guidance and clarity in interpreting and implementing policies, procedures, and regulations.
- Reviewed preliminary and as-built engineering plan sets
- Performed reviews of construction changes orders to ensure compliance with all requirements.
- Performed approximately 500 contract amendments and/or revisions
- Reviewed and approved approximately 1,000 reimbursement requests
- Reviewed and approved approximately 100 closeouts

### Texas Division of Emergency Management (TDEM), FEMA PA, Austin, TX, July 2009–March 2012

- Served as the Team Lead over TDEM’s FEMA PA Long-Term Recovery division, providing technical guidance to his team and local jurisdictions.
- Directly managed approximately 4,000 small and large projects for Hurricane Gustav, Hurricane Rita, and Hurricane Ike.
- Served as the FEMA PA appeal, project revisions and adjustment, and insurance expert.
- Developed Standard Operating Procedures (SOP) and guidance related to programmatic and regulatory requirements.
- Performed regular site inspections to ensure project scopes of work were strictly adhered to.
- Enforced strict adherence to requirements set forth by FEMA, the National Flood Insurance Program (NFIP), and Texas Windstorm Insurance Association (TWIA).
- Served as TDEM’s liaison with FEMA Region VI





## Employment

- MPACT Strategic Consulting, LLC – October 2021 - Current
- Texas General Land Office (GLO) – April 2012-September 2021
- Texas Division of Emergency Management – July 2009-March 2012



## Meets Position Requirements



Minimum of three years of direct experience in providing reporting or business analytics solution to CDBG-Dr grantees.



Experience using Salesforce, GIS, and other industry-standard reporting tools.

## 8 Years of Experience

### AREAS OF EXPERTISE

- ▶ Project Management
- ▶ Data Management and Reporting
- ▶ Customer Service
- ▶ Vendor Management
- ▶ Written & Verbal Communication
- ▶ Requirements Gathering
- ▶ Technical Documentation
- ▶ Process Improvement
- ▶ Agile Development
- ▶ Testing/Quality Assurance (QA)

### EDUCATION

- ▶ B.S., Information Systems, Salisbury University, Salisbury, MD, 2013

### CERTIFICATIONS

- ▶ Project Management Institute (PMP), 2019
- ▶ ITIL Foundations v.3 – AXELOS, 2018 Affiliations

## Bio Highlights

- Currently serves as a Reporting Specialist supporting NCORR by leading the development of the Accountability Dashboard.
- Skilled project manager, business analyst, and software developer.
- Experienced in data management and reporting.
- Skilled in testing and deployment of new applications.
- Has extensive knowledge and execution experience in defining requirements, planning, designing and developing applications for Salesforce solutions.

## Relevant Experience

### Data Management & Reporting, North Carolina Office of Recovery and Resiliency (NCORR), HOPE Program Staff Augmentation—Civix, Raleigh, NC, May 2020–present

- Produced weekly summary reports for the NC Pandemic Recovery Office (NCPRO) to provide transparency into where pandemic funding was being spent.
- Produced monthly and quarterly reports for NCPRO and U.S. Treasury (UST) to provide transparency into spending of North Carolina pandemic funding.
- Produced reports for utility partners to help identify eligible customers and appropriately apply funds to customer accounts.
- Worked closely with utility partners to identify customers eligible for assistance and expedite the disbursement of funds for those customers.



### **Reporting Specialist, NCORR, Staff Augmentation for HUD CDBG-DR/-MIT—Civix, Raleigh, NC, May 2020–present**

- Prepared reports from program data for upload and use in the reporting dashboard.
- Lead team meetings to discuss enhancements and changes needed for the dashboard to be rolled out.

### **Business Analyst & Developer, California Department of Housing and Community Development, RecoveryCA Program Management Software—Civix, Sacramento, CA, February 2020–July 2020**

- Worked with client and project staff to understand requirements for program deliverables.
- Produced multiple deliverables related to the usage and maintenance of the eGrants product.
- Assisted team members with the drafting and editing of program deliverables.

### **Business Analyst, Shelby County Government, National Disaster Resilience Competition (NDRC) Grant Implementation—Civix, Shelby County, TN, January 2021–present**

- Developed an interactive form for project staff to use when submitting monthly progress reports.
- Integrated form and responses into the Shelby County project SharePoint site.

### **Project Manager, Town of Cary, NC, January 2018–October 2019**

- Negotiated contracts, defined project scope, developed project schedules, managed hardware deployment, and developed transition plan to move from setup to an active support model.
- Facilitated the planning, communication, testing, and deployment of 800 end points as replacements for end-of-lease devices throughout the town.
- Improved customer satisfaction through continuous communication and engagement throughout the process of deploying new devices.
- Managed vendor relationship, identified budget gaps, reviewed construction designs, and managed installation of a stadium-wide managed Wi-Fi solution.
- Reviewed construction designs, defined project scope and technical requirements, and managed vendor relationships and agreements to ensure budget compliance for a new fire station.
- Defined requirements, planned, designed, developed, and deployed Samanage for Salesforce solution in an effort to re-define how the IT department delivered services to customers.

### **Project Coordinator/Business Process Analyst/Junior Developer, The LiRo Group, Syosset, NY, June 2015–December 2017**

- Helped the team lead build a Silverlight/MVC web application, coupled with an SQL Server Reporting Services (SSRS) subscription-based reporting system that allowed users to select the reports they received.
- Developed an application using Model-View-Controller (MVC) to replace old-school vendor applications for the Business Development team, which helped to streamline the receipt, vetting, and approval processes.
- Created custom views, queries, and reports using SSRS for use by office staff, field inspectors, and NY governmental officials.
- Served as project manager for all software development projects company-wide while bridging the gap between business units and the development team.
- Managed Business Solution Team sessions with departments to discuss and formally document business processes for finance, environmental, and construction management departments.



- Led the software development lifecycle for LiRo’s proprietary mobile milestone inspection application designed to significantly increase the number of home inspections completed and documented.

#### **Technical Service Coordinator, Social & Scientific Systems, Inc., Silver Spring, MD, June 2014–June 2015**

- Created a seamless customer service experience for all who interfaced with the IT department.
- Facilitated the creation of Service Desk tickets in a timely manner to increase the completion of tickets by 20%.
- Managed company’s technical assets—desktops, laptops, mobile devices, and servers—to reduce loss of company equipment by 50%.
- Maintained company’s service-level agreement (SLA) through delegation and escalation of issues.

### **Employment**

- Civix, October 2019–present
- Town of Cary, NC, January 2018–October 2019
- The LiRo Group, June 2015–December 2017
- Social & Scientific Systems, Inc., 2014–June 2015



## Meets Position Requirements

- ✓ Minimum of three years direct experience in providing reporting or business analytics solutions to a CDBG-DR grantee.
- ✓ Experienced in the use of Salesforce, GIS, and other industry standard reporting tools.

## 6 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Data Reporting
- ▶ QA/QC
- ▶ Machine Learning
- ▶ Training

### EDUCATION

- ▶ BS, Business Administration: Finance, University of North Carolina at Pembroke, 2023

### CERTIFICATIONS

- ▶ Applied Data Analytics, Microsoft
- ▶ Certified App Builder, QuickBase
- ▶ Amateur Radio License, Federal Communications Commission
- ▶ Competent In Python, DAX, Power Query, Power BI, Excel, QGIS; skilled in R, SQL, ArcGIS
- ▶ GIS, data mining, web scraping

## Bio Highlights

- Serves as a Reporting SME for the NCORR Strategic Buyout Program.
- Has served as Data Manager, QA/QC Team Lead, Project Manager, and Field Supervisor, to support Disaster Management projects In Georgia, Florida, North Carolina, and the U.S. Virgin Islands.
- Skilled in drafting and maintenance of programmatic production reports.
- Able to generate reporting metrics, reporting tools, visual analytics, and special projects.

## Relevant Experience

### Reporting SME, North Carolina Office of Recovery and Resiliency (NCORR), Strategic Buyout Program/Rebuild NC—ICF, Durham, North Carolina, October 2020—Present

- Supports a HUD-funded CDBG-MIT buyout program for the North Carolina Office of Recovery and Resiliency.
- Supports production through collaboration with leads in the data and reporting realm.
- Provides technical feedback when needed. He creates and maintains client facing dashboard reporting using Power BI as well as automates workflows using Python and R.
- Leverages Salesforce, Power Query, and Excel to provide the team a real-time view of current production
- Manages and creates GIS products.

### QA/QC Team Lead, St Thomas, USVI, Emergency Home Repairs VI—Witt O'Brien's, St Thomas, USVI, March 2018—December 2018

- Led a team of Field Inspectors through the Quality Assurance process, ensuring program stayed within regulatory guidelines of FEMA STEP.



- Analyzed application reports and contractor Invoices to ensure that they were within scope.
- Created and maintained GIS related products of current and anticipated home Inspections shared between contractors, subcontractors, and FEMA.

#### **Data Manager, USVI WAPA, USVI WAPA FEMA PA—Witt O'Brien's, St. Croix, USVI, January 2018–March 2018**

- Responsible for all data functions on the island of St. Croix, including development of the application that housed the data of record, ensuring correct Input of debris data, and reporting metrics submitted to project leadership and the client.
- Supported other areas by providing technical expertise.
- Developed an application to accurately display data collection metrics to contractors and subcontractors that was used to track debris collection across all Islands, regardless of connectivity status.

#### **Project Manager. Nassau County, Hurricane Irma Recovery—Witt O'Brien's, Fernandina Beach, FL, October 2017–January 2018**

- Ensured that all contracted debris operations were documented to ensure eligibility under FEMA Public Assistance guidelines, including approximately 150,000 cubic yards of traditional vegetative debris as well as approximately 200 leaners and hangers.
- In collaboration with the client, developed reporting metrics to provide a daily snapshot into recovery to give status updates to local stakeholders.
- Ensured local level feedback was captured by maintaining a concern line; then documented concerns, reviewed with the client, and addressed them.

#### **Project Manager. City of Fernandina Beach, Hurricane Irma Recovery—Witt O'Brien's, Fernandina Beach, FL, October 2017–January 2018**

- Ensured that all contracted debris operations were documented to ensure eligibility under FEMA Public Assistance guidelines, including approximately 110,000 cubic yards of traditional vegetative debris as well as approximately 50 leaners and hangers.
- Worked with local stakeholders to ensure data were captured and concerns were addressed.
- Worked with local leadership to help restore safety to local parks and cemeteries.

#### **Field Supervisor, City of Savannah, Hurricane Matthew Recovery—Witt O'Brien's, Savannah, GA, October 2016–May 2017**

- Developed training material to quickly onboard up to 70 monitors to ensure that debris collection was accurately performed and within FEMA PA guidelines.
- Streamlined workflows and introduced new training pipelines to Improve Debris Monitor eligibility analysis.
- Directly impacted the monitoring of eligibility calls for debris collection and ensured that debris monitors correctly documented debris collection in rights of way, parks, and historical cemeteries.

## **Employment**

- ICF, October 2020–Present
- Witt O'Brien's, October 2016–December 2018



## Meets Position Requirements



Minimum of three years of direct experience in program management of a Housing Recovery Program for a CDBG-DR grantee, or quality control and quality assurance experience for a CDBG-DR grantee.

## 16 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ HUD Disaster Recovery Grant Reporting System (DRGR)
- ▶ Housing Recovery
- ▶ Training

### EDUCATION

- ▶ B.B.A., Business Administration, Texas Tech University, 2004

### CERTIFICATIONS

- ▶ HUD Basic CDBG
- ▶ HUD Environmental Standards

## Bio Highlights

- Sixteen years of direct experience in DRGR management and CDBG-DR financial management.
- Former State CDBG-DR Housing Program Director who has led operations, policy, and planning for multiple disaster recovery allocations.
- Currently provides expert administrative support to the NCORR Program Management Office in administering the Housing Recovery Program (HRP) and performing eligibility quality control (QC), inspection reviews, and awards and grant signing quality controls; developing new program material and training onboarding staff; coordinating with the Program Management Office on all aspects of applicant work; and coordinating with the Delivery office on applications in construction holds impacting eligibility and awards.
- Subject matter expert on housing and infrastructure recovery programs; specifically, in working with communities and program applicants to help them navigate the processes for successful project implementation.

## Relevant Experience

### Housing Recovery Program Specialist, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation for CDBG-DR/-MIT—KSBR, Raleigh, NC, May 2019–present

- Provides expert administrative support to the NCORR Program Management Office in administering the Housing Recovery Program (HRP).
- Reviews and maintains policies and drafts original standard operating procedures to implement NCORR policies.
- Develops QC checklists and procedures and reviews HRP awards, eligibility determinations, duplication of benefits calculations, inspection reports, etc. for quality and adherence to policy and procedures.



- Provides key administrative support for all phases of the HRP to ensure quality.
- Provides reports to the Program Management Office on eligibility trends, and provides support to correct errors in award determinations and implementation of the program.

#### **Deputy Program Manager, City of Houston, Build It Forward Program—KSBR, Houston, TX, 2018–2019**

- Led staff to design and develop policy and to implement program requirements.
- Developed Action Plan documents, standard operating procedures, and other key guidance tools.
- Stood up a production command center to push applicants through the first phases of the program.

#### **Subject Matter Expert, New York City Mayor's Office, Build It Back (BIB) Program—KSBR, New York, NY, 2016–2018**

- Worked with the City Program Director and key staff to design and develop policy and to implement program requirements.
- Served as key advisor to the BIB Program Director and other project managers overseeing the Project Management Office (PMO), coordinated with the construction management teams in Brooklyn, Staten Island, and Queens to resolve internal process issues, and communicated the results.
- Developed key program policies and designed new program initiatives to help expedite recovery work.

#### **Director, Operations and Public Affairs, Texas General Land Office, Disaster Recovery Program—Austin, TX, 2011–2016**

- Managed the program development, communication, policy, and business operations of the \$3 billion-plus disaster recovery program for Hurricanes Ike, Dolly, and Rita and the Bastrop County wildfires.
- Responsible for the development of goals and strategies to improve business processes and operational functions; created and launched new technology and media tools.
- Appointed as the governmental liaison responsible for answering inquiries from HUD, testifying at legislative hearings, and working with congressional staff to resolve local and program issues.

## **Employment**

- KSBR, 2016–present
- Texas General Land Office, 2011–2016





## Meets Position Requirements



Minimum of three years of direct experience in program management of a Housing Recovery Program for a CDBG-DR grantee, or quality control and quality assurance experience for a CDBG-DR grantee.

## 8 Years of Experience

### AREAS OF EXPERTISE

- ▶ Affordable Housing and Homelessness
- ▶ Program Evaluation
- ▶ Financial Management and Budgeting
- ▶ Statistical and Data Analysis
- ▶ Training

### EDUCATION

- ▶ Ph.D., Public Policy, University of North Carolina, 2022
- ▶ M.P.A., Public Administration, University of North Carolina, 2014
- ▶ B.S., Social Sciences, University of Pittsburg, 2009

### AFFILIATIONS

- ▶ National Association of Women-Owned Businesses
- ▶ Association for Research on Nonprofit Organizations and Voluntary Action
- ▶ Charlotte Chamber of Commerce

## Bio Highlights

- Currently serving as a SME/Program Lead focusing on subsidized housing, supporting NCORR's HOPE Program, funded through the Coronavirus Aid, Relief, and Economic Security (CARES) Act and American Rescue Plan Act (ARPA).
- Responsible for reporting of federal, state, and local funding for the State of North Carolina under the HOPE Program.
- Skilled in creating, running, and analyzing reports.
- Has knowledge and experience in state contracts and implementation of training, research, planning, policy, and program administration.
- Public Policy doctoral candidate.

## Relevant Experience

### SME/Program Lead; North Carolina Office of Recovery and Resiliency (NCORR), Housing Opportunities and Prevention of Evictions (HOPE) Program—KSBR, Raleigh, NC, November 2020—present

- Develops and modifies SOPs according to state and federal guidelines.
- Assigns cases to specialists and assesses them for accuracy and completeness.
- Trains new employees on policies and procedures, including Salesforce software.
- Serves as a liaison and central contact for regional staff, subject matter experts, and community partners, specifically the Public Housing Authorities.

### Managing Principal, Cogent Consulting, LLC, Charlotte, NC, May 2020—present

- Seeks out contracting opportunities with local, state, and federal government.
- Facilitates discussions with clients in order to offer data-driven solutions.
- Performs qualitative and quantitative analyses.



- Certified as NC HUB, WOSB with SBA, NC SBE, M/WSBE with Charlotte and Mecklenburg.

#### **Research Assistant, University of North Carolina at Charlotte (UNCC), Charlotte, NC, August 2015–December 2020**

- Established and organized an annual symposium around Charlotte’s public policies entitled “Talking Policy in the Queen City.”
- Served as Coordinator for ongoing Institutional Review Board (IRB) approved projects (Faculty Fellows and Data Stewards) in partnership with Harvard University and the Gambrell Foundation.
- Served as liaison between Urban Institute staff, UNCC professors, and community leaders to orchestrate improved data management, policy usage, and dissemination.
- Taught Political Science Methods lab using SPSS software to undergraduate students.

#### **Fiscal Liaison, Community Options, Inc., Pittsburgh, PA, August 2009–August 2011**

- Audited client and company expenditures (\$6 million local budget).
- Trained staff and new hires on company fiscal policies and procedures.
- Collected competitive bids for products and services.

### **Employment**

- KSBR, 2020–present
- Cogent Consulting, LLC, 2020–present
- University of North Carolina at Charlotte, 2015–2020
- Community Options, Inc., 2009–2011



### Meets Position Requirements



Minimum of three years of direct experience in program management of a Housing Recovery Program for a CDBG-DR grantee, or quality control and quality assurance experience for a CDBG-DR grantee.

### 10 Years of Experience

#### AREAS OF EXPERTISE

- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Housing
- ▶ Program Management
- ▶ System Design, Development, and Implementation
- ▶ Reporting and Dashboards
- ▶ Program Development
- ▶ System of Record Design and Implementation
- ▶ Construction Management
- ▶ Case Management

#### EDUCATION

- ▶ B.S., Production Operations Management (POM), LeTourneau University
- ▶ M.S., Finance, Webster University

#### CERTIFICATIONS

- ▶ Six Sigma Black Belt
- ▶ Toyota Production Systems (TPS), G.M. University
- ▶ Lean Sigma

### Bio Highlights

- Currently serves as the Program Manager for NCORR’s HOPE program which manages over \$700 million in CDBG-CV and U.S. Treasury ERA funds.
- Served as a Housing SME with NCORR’s CDBG-DR programs related to Hurricane Florence and Hurricane Matthew.
- Supported New York City’s CDBG-DR recovery efforts related to Super Storm Sandy, directing the design and construction efforts for NYC’s Housing Recovery Operations (HRO) including new construction, reconstruction, rehabilitation, elevation, demolition, and infrastructure projects totaling over \$4 billion and 5,000 homes across all five boroughs.
- Recruited by the Chief Clerk at Texas General Land Office DR Program to be the Executive Project Manager responsible for program rationalization and development; led efforts to develop the system of record for the state, it’s implementation and its operation.
- Has extensive experience with client relations, HUD audits, Single audits, 3rd party audits for finance, SOR, and program policies, and committee hearings at ethe local, county and state level.

### Relevant Experience

#### Managing Principal, Various Clients and Projects, KSBR LLC

- Manages multiple contracts with various disaster recovery clients.
- Heads construction, program management, and IT efforts.

#### Program Manager, North Carolina Office of Recovery and Resiliency (NCORR), Housing Opportunities and Prevention of Evictions (HOPE) Program—KSBR, Raleigh, NC, 2021–present

- Serves as point of contact between senior leadership team and HGA.
- Provides recommendations for policy, SOPs, and work instructions.
- Directs and supports staff in accomplishing goals and objectives.



- Identifies areas of opportunity to help increase velocity of the program.
- Assists in the development of the system of record.
- Manages all resources of the program to meet goals and objectives.
- Assists in running day-to-day operations.
- Resolves any challenges that arise in the course of business.

#### **Housing SME, NCORR, ReBuild NC Program—KSBR, Raleigh, NC, 2020–2021**

- Provided housing expertise and support to state staff.
- Developed policies and procedures as needed and directed by state staff.
- Managed the exceptions process.

#### **Director of Construction, New York City, Build-It-Back Program—KSBR, New York, NY, 2016–2020**

- Responsible for the construction, demolition, reconstruction, rehabilitation, and elevation of more than 4,000 homes in New York City.
- Managed a team of construction management firms (AECOM, SLS, Liro) and multiple general contractors (GCs) across the five boroughs of NYC. Held weekly construction meetings, developed new GCs to increase capacity, and terminated non-performing GCs.
- Directed a team of more than 100 city and contract employees responsible for the day-to-day management of construction management firms and GCs.
- Managed three design, engineering, and expediting firms, ensuring that construction efforts were not disrupted, either by original design, change orders, or RFIs.
- Responsible for construction budget, cost reasonableness, job site safety, quality, and warranty.

#### **Executive Project Manager, Texas General Land Office (GLO), Texas Disaster Recovery Program—KSBR, Austin, TX, 2012–2016**

- Appointed by the Chief Clerk to lead GLO efforts to take over two disaster recovery programs from two separate state agencies and bring them in house.
- Rationalized, developed, and implemented policies, SOPs, and WIs for the new GLO disaster recovery program.
- Managed the design and development of the state's system of record for the disaster recovery program.

## **Employment**

- KSBR, 2012–present
- JTP, 2011–2012
- CHEP/Brambles, 2007–2010
- Mitsubishi/Caterpillar, 2005–2007
- Applied Materials, 2001–2005
- Delphi Automotive, 1997–2001



## Meets Position Requirements



Minimum of three years direct experience in program management of a Housing Recovery Program for a CDBG-DR grantee.



Quality control and quality assurance experience for a CDBG-DR grantee.

## 16 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Executive Communication
- ▶ Project Management
- ▶ Training
- ▶ Customer Service

### EDUCATION

- ▶ Bachelor of Arts, Organizational Communications, Write State University, Dayton, Ohio, 1998

### CERTIFICATIONS

- ▶ Certificate of Professional Writing

## Bio Highlights

- Train and coach new HOPE Specialist team members.
- Implemented cost savings processes resulting in \$1.5 Million.
- Led a team of 5 US based and 7 offshore based network resources.
- Balanced workload for 25+ network engineers to ensure daily goals were obtained, including processing over 500 tasks a day.

## Relevant Experience

### HOPE Specialist, North Carolina Office of Recovery and Resiliency (NCORR) HOPE Program, Raleigh, North Carolina, 2020-present

- Assist North Carolina residents facing financial hardship due to COVID-19 impacts.
- Provide case management services using Salesforce.
- Train and coach new HOPE Specialist team members to ensure quality control and quality assurance.

### Warren County Child Support Agency, Lebanon, OH, Customer Service/Case Worker 2018-2022

- Client liaison responsible for handling all incoming customer calls, emails and web support for questions and issues regarding child support for the county.
- Utilized multiple software applications to search state and county regulations.
- Provided front window customer service and directly interacted with public by processing payments.
- Created and maintained internal processes and procedures regarding daily operating procedures.

### GE Global Network Team lead, CBTS, Cincinnati, OH, 2016-2017

- Led a team of 5 US based and 7 offshore based network resources.



- Responsible for ensuring the quality and specifications of newly designed network solutions met standards.
- Created and developed detailed process documentation.
- Implemented cost savings processes resulting in \$1.5 million.
- Communicated process changes to all levels of the organization, including executives and user community.
- Trained new incoming employees on the network standards for the company.
- Leveraged analysis of data to create monthly reporting for executives and stakeholders.
- Communicated monthly results via formal and informal presentation to all levels of the organization.

#### **GE Queue Manager, Global Network Change Management, CBTS, Cincinnati, OH, 2013 – 2016**

- Balanced workload for 25+ network engineers to ensure daily goals were obtained, including processing over 500 tasks a day.
- Created and documented process for assigning daily tasks to network engineers.
- Adhered to strict Service level Agreements while providing excellent customer service.
- Liaison for multiple technology teams that facilitated supporting new business expansion.
- Trained new incoming resources on all processes and procedures.
- Served as escalation point for GE business groups regarding network change tasks.

#### **GE Project Coordinator, Aviation Network Support Group, CBTS, Cincinnati, OH, 2011 – 2013**

- Facilitated multi group network projects to deliver on time network deliverables for GE Business Units.
- Created process for project updates and standardized reporting manner.
- Provided weekly updates to GE management on current project status.
- Served as a project owner and resource for projects that require multiple engineers.
- Assisted network engineers with project lifecycle activities and provide education as needed.
- Ensured projects were constantly moving forward, removing roadblocks as necessary.

#### **GE Requirements Analyst, Aviation Network Support Group, CBTS, Cincinnati, OH, 2010-2011**

- Identified network business needs and translated those to functional features for an in-house created software application for network engineers.
- Created Business Requirements, Project Charter and risk/needs analysis utilizing Six Sigma standards.
- Translated Business Requirements into Functional Specification Document.
- Assisted with the development of Technical Architecture and Design Plans.
- Created testing plans and executed testing as needed.
- Created training and communication documents to ensure end users understood new functionality.
- Managed day to day project aspects and ensure project is delivering based upon timelines.

#### **Project Manager, Vertical Solutions, Inc., Cincinnati, OH, 2006 – 2010**

- Duties included working with sales organization to provide product demonstrations and responding to RFP documents; and key account manager for multiple accounts with responsibilities ranging from planning implementations to ongoing support after the implementation.



## Relevant Experience

- North Carolina Office of Recovery and Resiliency, 2020–present
- Warren County Child Support Agency, 2018 – 2020
- CBTS, 2010 – 2017
- Vertical Solutions, Inc., 2006 - 2010





## Meets Position Requirements



Three years of CDBG-DR damage inspection experience or similar.

## 15 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Project Management
- ▶ Inspections
- ▶ Training
- ▶ Xactimate
- ▶ XactAnalysis
- ▶ Quality Assurance/Quality Control (QA/QC)

### EDUCATION

- ▶ Coursework, Computer Science, University of New Orleans, New Orleans, LA, 1987
- ▶ Coursework, Louisiana State University, Baton Rouge, LA, 1984–1986

### CERTIFICATIONS

- ▶ Housing Quality Standards (HQS) Certified, HUD
- ▶ State Licensed Property & Casualty Adjuster (TX, LA, FL)
- ▶ Xactimate Level 3 Certification, Xactware
- ▶ California Earthquake Certified, Florida Citizens Certified, Louisiana Citizens Certified

## Bio Highlights

- Successfully trained more than 200 field inspectors and led teams of inspectors for five major disaster recovery programs.
- Performed more than 3,000 inspections using Xactimate.
- Assessed damage and provided disaster recovery training for more than 15 years and is an expert user and trainer of Xactimate and XactAnalysis.
- Tailors training and management to serve the broader vision of projects and company/program direction.

## Relevant Experience

### Project Manager, Louisiana Office of Community Development (OCD), Restore Louisiana Homeowner Assistance Program—HGA, Baton Rouge, LA, January 2020–present

- Provides instruction and guidance for Construction Technical Advisors who assist applicants through their construction process.
- Trains damage assessors to deliver a quality estimate with associated documentation. Provides them with technical advice and assistance.
- Works closely with quality control (QC) staff, with a focus on file accuracy and integrity.
- Creates processes, educates staff, and implements for increased efficiency.

### Training Manager, Louisiana OCD, Restore Louisiana Homeowner Assistance Program—HGA, Baton Rouge, LA, January 2018–January 2020

- Provided instruction for orientation classes, group training, and individual training for damage assessors and QC staff. Provided them with technical advice and assistance.





- ▶ Policy and Basic Estimating Certificates, State Farm, September 2005
- ▶ Management Essentials Certificate, eCornell
- Revised and maintained estimate templates for damage assessors and worked closely with QC staff, with a focus on improving inspector productivity and training opportunities.
- Implemented and disseminated procedures and program guidelines with an eye to promoting buy-in for the staff who will carry them out.

## TRAINING

- ▶ Commercial Roofing, Donan Engineering
- ▶ State Farm Enterprise Claims System (ECS)
- ▶ ECornell Certificate Program, June–November 2004 (Cornell University online interactive courses)
- Conducted training classes, group training, and individual training for damage assessors and assisted damage assessors, QC staff, and team leads.
- Implemented procedures and program guidelines.
- Revised and maintained damage assessor program templates for Providence and assisted in revision and correction of another contractor's program template for damage assessors.

### **Manager/Lead Trainer, LA OCD, Restore Louisiana Homeowner Assistance Program—Providence Engineering, Baton Rouge, LA, June 2017–January 2018**

### **Deputy Project Manager, Louisiana Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP), Louisiana Shelter at Home Program (LASAH)—LiRo Constructors, Baton Rouge, LA, September 2016–January 2017**

- Managed assessors and created schedules and production reports.
- Ensured quality through real-time QC for contractor files and facilitated QA/QC duties for all contractors throughout the program.

### **QA/QC and Trainer, State of Louisiana, Road Home Grant Recovery Program—Hammerman & Gainer, New Orleans, LA, March 2016–September 2016**

- Ensured quality by reviewing, correcting, and re-training estimate writers using Xactimate estimating software.

### **Repair Estimator, State of New York, Build It Back Program—Worley Catastrophe Response, New York, NY, June 2015–February 2016**

- Assisted management with creating files in XactAnalysis and was responsible for allocating assignments.
- Responsible for inspections, file handling, and working directly with the client to schedule estimators and to maintain the Architect Pick List item templates (Xactimate & Excel pricelists).
- Also responsible for performing initial inspections, developing repair estimates in Xactimate, performing construction walk-through inspections that included the client and contractors, and revising estimates in Xactimate using scoping documents provided by architects and contractors.

### **Assessor/Trainer, State of New York, New York Rising Program—Worley Catastrophe Response, New York, NY, December 2013–May 2014**

- Assessed properties and completed estimates using Xactimate. Performed quality control file reviews, file revisions, and inspector training.
- Trained new assessors through the entire process, including inspection, diagrams, estimates, sketches, photos, and narrative reports. Estimates and sketches were developed using Xactimate estimating software.



### **Independent Insurance Adjuster, Various Clients and Projects—Worley Catastrophe Response, Hammond, LA, September 2005–February 2016**

- Inspected and investigated property claims, prepared estimates, reviewed and reconciled contractor estimates, applied appropriate deductibles, issued payments, and settled claims with property owners while maintaining remarkable customer service.
- Trained independent adjusters in the office, field, and at a hurricane Catastrophe (CAT) site in Florida.

### **Employment**

- HGA, January 2018–present
- Providence Engineering, June 2017–January 2018
- LiRo Constructors, September 2016–January 2017
- Hammerman & Gainer, March 2016–September 2016
- Worley Catastrophe Response, September 2005–February 2016



## Meets Position Requirements



Minimum of three years of CDBG-DR damage inspection experience or similar.

### 8 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster recovery
- ▶ Construction quality assurance
- ▶ Environmental regulatory compliance
- ▶ Technical construction knowledge

#### CERTIFICATIONS

- ▶ OSHA Certification

### Bio Highlights

- Knowledgeable of project scheduling software, including Xactimate.
- Expertise in planning and forecasting, construction and materials, safety and regulatory compliance, and damage assessments.
- Ability to develop standard operating procedures and contribute to program policy design to improve inspection process outcomes.
- Experience scheduling inspections and tracking and generating monthly reports on pending and completed inspections
- Experience scheduling and delivering environmental hazard inspections, including inspection test results for lead-based paint and asbestos-containing materials.
- Proven ability to run simultaneous construction developments in various environments, while ensuring budget competence, safety, and regulatory compliance.
- Coordinates projects with all stakeholders including subcontractors, local and federal compliance officials, and material providers.
- Sets scope of work and deliverables and conducts regular inspections to keep all forces aligned with the master schedule.

### Relevant Experience

#### Construction Quality Assurance/Quality Control Lead, Texas General Land Office, Homeowner Assistance Program—ICF, May 2021–Present

- Develops and implements processes and procedures to enforce Homeowner Assistance Program policies and procedures to support HUD-funded recovery from Hurricane Harvey and Tropical Storm Imelda.
- Enabled the recapture of over \$1 million in funding to serve additional residents in the state of Texas who were impacted by the weather events.



- Develops and implements quality control measures that were adopted by the client and resulted in recapture of improperly allocated funds.
- Offers technical construction knowledge and expertise to solve site specific issues.
- Works with the General Land Office officials to address individual applicant's questions and concerns.
- Reviews all construction related documentation for accuracy and compliance.
- Creates standard operating procedures and templates for use program wide.
- Conducts regular internal training courses to educate team on specific topics such as concrete, elevations, estimate review etc.

#### **Quality Assurance/Quality Control Assurance Specialist, Winsor Consult Group, LLC, New York, NY, April 2018–May 2021**

- Developed and implemented processes and procedures to enforce Restore Louisiana program policies and procedures.
- Processed hundreds of applicant's documents for the 2016 Louisiana flood event's \$1.6 billion HUD program and oversaw rehabilitation projects.
- Interacted with individual municipalities and governing bodies of parishes within the State of Louisiana to adhere to unique requirements of each geographical location.
- Instrumental in the development and implementation of standard operation procedures for program-wide quality control measures.
- Interacted directly with applicants to address questions and concerns that arose during the rehabilitation of their homes.
- Worked closely with members of the Governor's Office of Community Development (Disaster Recovery Unit) to offer expertise in construction and elevation of residential homes and mobile home units.
- Recaptured upwards of \$500,000 of FEMA funding that was improperly allocated to contractors.
- Performed pre and post construction inspections of damaged homes to ensure the scope of work was accurate and properly completed based upon program standards.
- Developed standard operating procedures for final home inspections upon completion of work.

#### **Project Manager. Ducky Johnson Home Elevations, LLC, New York, NY, August 2016–March 2018**

- Developed and implemented home elevation projects as part of the post-Hurricane Sandy NYC Build It Back Program, to restore damaged homes and neighborhoods.
- Met with homeowners and reviewed plans, set unique scope of work for each project, outlined safety requirements, and initiated lifts; working step by step with crews to complete within established time frames.
- Identified errors in line items and drawing inaccuracies through change orders and RFI and referenced FEMA flood maps to verify elevation level required for each lift.

#### **Project Manager. Department of Environmental Protection, New York, NY, December 2015–August 2016**

- Championed the "Choice Your Own Contractor" aspect of NYC's Build It Back Program, observing home elevations contractors for environmental regulatory compliance.
- Represented the unit at production and coordination meetings with contractors, created standard procedures for special inspections and program inspections, and reviewed construction drawings for discrepancies with DEP standards.



- Liaised with multiple city and federal government agencies to establish regulatory consistency and ensured HUD funds were distributed within legal standards.

#### **Pre-Construction Manager, IBTS, Brooklyn, NY, September 2015–December 2015**

- Served as the coordination conduit for home elevations post-Hurricane Sandy; ensuring contractors were prepared with documentation before project commencement.
- Directed quality assurance standards for work scopes and reviewed each for compliance, utilized Xactimate to estimate timelines for project phases, and cross-referenced all documentation with scope of work including statements from homeowners to align information.

### **Employment**

- ICF, 2021–Present
- Winsor Consult Group, 2018–2021
- Ducky Johnson Home Elevations, 2016–2018
- Department of Environmental Protection, 2015-2016
- IBTS, 2015
- AFG Management Group, 2015
- ZDG, 2014–2015



## Meets Position Requirements

- ✓ Minimum of one year of CDBG-DR damage inspection experience or equivalent.
- ✓ Able to work in the field for a substantial amount of inspection efforts.

## 28 Years of Experience

### AREAS OF EXPERTISE

- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Hazardous Materials Inspections
- ▶ Training

### EDUCATION

- ▶ B.S., Engineering Technology, West Virginia Institute
- ▶ A.A.S., Civil Engineering Technology, West Virginia Institute of Technology

### CERTIFICATIONS

- ▶ North Carolina Lead Risk Assessor
- ▶ North Carolina Asbestos Inspector
- ▶ WV Asbestos Inspector
- ▶ WV Asbestos Project Designer
- ▶ EPA Asbestos Instructor
- ▶ EPA Lead Instructor
- ▶ EPA Lead Risk Assessor
- ▶ NIOSH 528 – Sampling and Evaluating Airborne Asbestos Fibers
- ▶ Hazardous Waste Operations and Emergency Response (HAZWOPER)

## Bio Highlights

- Licensed to provide lead and asbestos inspections in the state of North Carolina.
- Industrial Hygienist with the ability to perform mold and radon assessments.
- 28 years of experience, with core competencies including the fields of industrial hygiene, air quality, engineering, and safety consulting.
- Currently serving as a Secondary Instructor for regulated lead-based paint and asbestos training courses, including all disciplines.
- Has extensive knowledge and experience in performing hazardous material assessments for lead, asbestos, radon, and mold in residential and commercial settings.
- Has experience in writing asbestos abatement design and providing asbestos abatement oversight.
- Has performed mold investigations for school systems, commercial buildings, and residential properties throughout the eastern United States.

## Relevant Experience

### Lead-Based Paint Risk Assessor and Asbestos Inspector, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC—The EI Group, Eastern North Carolina, August 2020–present

- Performed hundreds of lead-based paint risk assessments and pre-demolition/pre-renovation asbestos surveys in compliance with guidelines set forth by HUD, EPA, and the North Carolina Department of Health and Human Services Health Hazards Control Unit (NCDHHS-HHCU).
- Contributed to reports for the ReBuild NC program by identifying hazardous materials encountered and recommending corrective actions.



### **Lead-Based Paint Risk Assessor, Florida Department of Economic Opportunity (DEO), Rebuild Florida—EI Group, Florida Panhandle, October 2021–December 2021**

- Performed dozens of lead-based paint risk assessments in compliance with guidelines set forth by HUD and EPA.
- Contributed to reports for the Rebuild Florida program by identifying lead-based paint hazards encountered and recommending corrective actions.

### **Senior Project Manager, Pinnacle Environmental Consultants, Inc., Hurricane, WV, February 2017–July 2020**

- Conducted many asbestos inspections and lead inspections and risk assessments for the commercial, industrial, and residential sectors.
- Compiled the asbestos and lead findings and presented clients with concise reports identifying corrective actions to reduce real and potential risks.
- Carried out many mold sampling events (air test, tape lifts, and swabs) for various school systems and private residential dwellings throughout southern West Virginia.
- Served as a main trainer for asbestos classes and created the first EPA-accredited Lead Supervisor class in West Virginia.

### **Environmental Program Manager, Reclaim Company, LLC, Fairmont, WV, 2012–2016**

- Served as director of training for all asbestos disciplines, asbestos inspections, asbestos project designs and work plans, and fit testing.
- Identified potential occupational health hazards and ensured compliance with state, federal, local, and private regulations and guidance; also collected and analyzed safety and health data.

## **Employment**

- The EI Group, August 2020–present
- Pinnacle Environmental Consultants, February 2017–July 2020
- Reclaim Company, LLC, 2012–2016
- S&S Engineers, April 2011–February 2012
- The Louis Berger Group, May 2008–August 2009
- Urban Engineers, Inc., March 2006–March 2007
- Triad Engineering, January 2003–December 2005
- Environomics, July 1991–July 1999



## Meets Position Requirements



Minimum of one year of CDBG-DR damage inspection experience or equivalent.



Able to work in the field for a substantial amount of inspection efforts.

## 20 Years of Experience

### AREAS OF EXPERTISE

- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Hazardous Materials Inspections
- ▶ Phase I and Phase II Site Assessments and Environmental Reviews

### EDUCATION

- ▶ B.S., Biology, SUNY Fredonia

### CERTIFICATIONS

- ▶ North Carolina Lead Risk Assessor
- ▶ North Carolina Asbestos Inspector
- ▶ North Carolina Asbestos Air Monitoring
- ▶ North Carolina Asbestos Management Planner
- ▶ Mold/IAQ Management
- ▶ NITON XRF
- ▶ Certified in Lead Paint Testing

## Bio Highlights

- 20 years of professional experience as a project manager and technical consultant in the environmental industry.
- Has extensive knowledge of and experience in performing hazardous material assessments for lead, asbestos, radon, and mold in residential and commercial settings.
- Has conducted groundwater assessments, including development and sampling of monitoring wells to determine type and extent of contamination.
- Has performed indoor air quality assessments in residential and commercial settings, including remediation oversight.
- Has conducted more than 1,000 Phase I site assessments.
- Licensed to provide lead and asbestos inspections in the state of North Carolina.
- Industrial Hygienist with the ability to perform mold and radon assessments.

## Relevant Experience

### Project Manager & Lead-Based Paint Risk Assessor/Asbestos Inspector, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC—EI Group, Eastern North Carolina, August 2020–present

- Performed hundreds of lead-based paint risk assessments and pre-demolition/pre-renovation asbestos surveys in compliance with guidelines set forth by HUD, EPA, and the North Carolina Department of Health and Human Services Health Hazards Control Unit (NCDHHS-HHCU).
- Contributed to reports for the ReBuild NC program by identifying hazardous materials encountered and by recommended corrective actions.





- Served as project coordinator and scheduler, and provided quality control and quality assurance reviews of program reports.

**Quality Control Manager, Florida Department of Economic Opportunity (DEO), Rebuild Florida—EI Group, Florida Panhandle, October 2021–June 2022**

- Provided quality control document review and technical advisory on lead-based paint risk assessments in accordance with guidelines and regulations set by HUD and the EPA.

**Environmental Project Manager, Environmental Testing Services (ETS), Raleigh, NC, January 2004–March 2011**

- Conducted and reviewed Phase I and Phase II site assessments, lead-based paint risk assessments, and industrial hygiene/indoor air quality investigations.
- Performed more than 600 Phase I Environmental Site Assessments and reviewed many more.

## Employment

- The EI Group, May 2011–present
- Environmental Testing Services, January 2004–March 2011
- S&ME, May 2003–January 2004
- Long Island Analytical Labs, May 2000–March 2003



## Meets Position Requirements



Minimum of one year of CDBG-DR damage inspection experience or equivalent.



Able to work in the field for a substantial amount of the inspection efforts.

## 12 Years of Experience

### AREAS OF EXPERTISE

- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Hazardous Materials Inspections
- ▶ Training

### EDUCATION

- ▶ A.A.S., The Citadel, Charleston, SC, 1994

### CERTIFICATIONS

- ▶ North Carolina Lead Risk Assessor
- ▶ North Carolina Asbestos Inspector
- ▶ OSHA 510 – Construction Industry
- ▶ OSHA 511 – General Industry
- ▶ EPA Asbestos Instructor
- ▶ EPA Lead Instructor
- ▶ EPA Lead Risk Assessor
- ▶ NIOSH 528 – Sampling and Evaluating Airborne Asbestos Fibers
- ▶ Hazardous Waste Operations and Emergency Response (HAZWOPER)
- ▶ CPR, First Aid, and Blood Borne Pathogens

## Bio Highlights

- 12 years of safety, occupational health, and industrial hygiene experience.
- Licensed to provide lead and asbestos inspections in the state of North Carolina.
- Industrial hygienist with the ability to perform mold and radon assessments.
- Currently serving as a EI Group’s primary instructor for regulated lead-based paint and asbestos training courses, including asbestos inspector, asbestos worker, asbestos supervisor, lead inspector, lead risk assessor, and lead worker. He also teaches the regulated courses in compliance with EPA regulations and standards set forth by the North Carolina Department of Health and Human Services (NCDHHS).
- Has extensive knowledge and experience in performing hazardous material assessments for lead, asbestos, radon, and mold in residential and commercial settings.

## Relevant Experience

### **Hazardous Materials Inspector, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC Homeowner Recovery Program—EI Group, Eastern North Carolina, August 2020–present**

- Performed more than 100 lead-based paint risk assessments and pre-demolition/pre-renovation asbestos surveys to date, in compliance with guidelines set forth by HUD, EPA, and the NCDHHS Health Hazards Control Unit (NCDHHS-HHCU).
- Contributes to reports for the ReBuild NC program by identifying hazardous materials encountered, and recommending corrective actions.

### **Hazardous Materials Inspector, Florida Department of Economic Opportunity (DEO), Rebuild Florida Program—EI Group, Florida Panhandle, October–December 2021**



- Performed dozens of lead-based paint risk assessments in compliance with guidelines set forth by HUD and EPA.
- Contributed to reports for the Rebuild Florida Program by identifying lead-based paint hazards encountered and recommending corrective actions.

#### **Hazardous Materials Inspector, City of Columbia, SC, CDBG Disaster Recovery Support—Apex Companies, Columbia, SC, April 2018–May 2019**

- Performed dozens of pre-demolition/pre-renovation asbestos surveys in compliance with guidelines set forth by HUD, EPA, and the South Carolina Department of Health and Environmental Control.
- Contributed to reports for the City of Columbia’s disaster recovery program by identifying hazardous materials encountered and recommending corrective actions.

#### **State Occupational Health and Industrial Hygiene Technician, North Carolina National Guard, Raleigh, NC, 2007–2013**

- Conducted occupational safety inspections related to working conditions, asbestos, hearing conservation programs, lead, hazard identification, and medical waste containment and disposal.
- Organized and provided oversight of annual medical screenings; responsible for ordering and distributing personal protective equipment (PPE).
- Responsible for designing and maintain a statewide industrial hygiene program, which included employee training at both the state and federal levels.
- Led a safety promotion effort that led to a 21% reduction in OSHA-related accidents and near misses.

## **Employment**

- The EI Group, April 2018–present
- Apex Companies, LLC, March 2014–March 2018
- North Carolina National Guard, October 200–February 2013



## Meets Position Requirements

- ✓ Minimum of one year of CDBG-DR damage inspection experience or equivalent.
- ✓ Able to work in the field for a substantial amount of the inspection efforts.

## 20 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Project Management
- ▶ Damage Inspections
- ▶ Crisis Management
- ▶ Training

### EDUCATION

- ▶ Business Management coursework, Wharton Community College, Sugarland, TX 1998–1999

### CERTIFICATIONS

- ▶ International Code Council (ICC) Residential Building Code Inspector
- ▶ HUD Housing Quality Standards (HQS)
- ▶ Lead-Based Paint
- ▶ OSHA 10
- ▶ Xactimate
- ▶ XactAnalysis
- ▶ FEMA/NFIP Flood
- ▶ FEMA FIRM Panels and NAVD88/NGVD1929

## Bio Highlights

- Detail-oriented and client-focused Damage Inspector, Construction Project Manager, CDBG Project Manager, and Disaster Recovery Specialist with exemplary customer service, negotiation, crisis management, and analytical skills.
- Hands-on construction and development professional with more than 20 years of expertise in all facets of the construction and CDBG-DR industry.
- Successful completion of projects through coordinating trades, developing partnerships, and building positive rapport with architects, engineers, local officials, vendors, and clients while maintaining costs and project deadlines.

## Relevant Experience

### Owner-President, Sawduzt Services, LLC, Tomball, TX, April 2019–present

- Provides CDBG-DR consultation, planning, and Xactimate services.
- Conducts 50/Final GLO Inspection services for GLO-contracted builders.
- Assists builders with estimated cost of repairs (ECR) inspection walks, Xactimate estimate revisions, and estimate formatting for GLO submission and approval.
- Dedicated to the quality and timely sales and installation of commercial fixtures, furnishings, space planning, space clearing, and overall operational configuration, along with full residential repair and remodeling services.
- Creates and runs daily schedules to keep subcontractors on pace with promised completion dates as well as staying within projected profit margins.
- Meets with homeowners to determine the needs of the job, make estimates, and provide estimated timelines for complete the job.



- Keeps track of accounts receivables and accounts payables using QuickBooks Pro and Microsoft Office.
- Prepares daily, weekly, and monthly reports on project progress. Manages all phases of residential and commercial projects.

#### **Damage Assessments & Inspections Manager, Texas General Land Office (GLO), Texas Homeowner Assistance Program—IEM, Conroe, TX, December 2018–March 2019**

- Oversaw and directed all contract Damage Assessors and Inspectors.
- Implemented inspection procedures, created Program SOPs, and developed Xactimate estimating guidelines according to Program, Code, and HUD HQS guidelines.
- Guided the GLO in inspection, change order, and construction process flows by HUD and CDBG-DR guidelines.

#### **Damage Assessment & Inspections Project Manager, Louisiana Office of Community Development (OCD), IEM, Baton Rouge, LA, August 2017–November 2018**

- Oversaw Xactimate and XactAnalysis administration Program-wide while improving processes. Designed and implemented designed IEM Carrier profile within Xactimate. Dealt with SOP revisions at the state level and assisted in creating and revising policy regarding damage assessment and construction inspection procedures.
- Oversaw and directed all IEM Damage Assessors. Implemented new and streamlined operating procedures for more accurate damage assessments. Assisted the Construction Management Teams in developing inspection procedures and the estimate revision process for change orders. Created training programs to keep Damage Assessors of prime and subcontractors up to date on continuing Program changes.
- As Team Lead, directed and managed assigned Damage Assessors and helped them to complete accurate and timely damage assessments in accordance with policy and management goals.
- Completed initial damage inspections to create reimbursement (REIMB) and ECR estimates on homes damaged by the 2016 floods according to HUD and Program guidelines for storm-related damages. Assisted other Damage Assessors with scoping and estimate writing within Xactimate.

#### **Damage Inspector/Insurance Adjuster, New York Governor's Office of Storm Recovery (GOSR), New York Rising CDBG-DR Program—Worley Catastrophe Response, Hammond, LA, August 2011–July 2017**

- Served as Joint Inspection Liaison. Assisted the GOSR Construction Teams with joint inspections, helping to solve problems with applicant repair and construction completions and close-outs. Revised estimates to allow for missed scope of work to accurately repair home as allowed by HUD and Program guidelines. Assisted Case Managers and GOSR personnel with Program protocol and applicant cases to get files to closeout.
- Reviewed submitted documentation from design professionals to assist applicants in the elevation and foundation repair process. Revised ECR and Allowable Activities (AA) estimates according to HUD and Program guidelines. Assisted in streamlining and improving the efficiency of the processes of the Change Order and Administrative Support Teams and with the creation of the training guidelines.
- Completed initial and rental inspections to create AA and ECR estimates on homes damaged by Hurricanes Sandy and Irene and Tropical Storm Lee according to Program guidelines and standards. Created over \$90 million in damage, repair, and elevation estimates.

## **Employment**

- Sawduzt, April 2019–present
- IEM, August 2017–March 2019
- Worley Catastrophe Response, August 2011–July 2017



### Meets Position Requirements

- ✓ Minimum of one year of CDBG-DR damage inspection experience or equivalent.
- ✓ Able to work in the field for a substantial amount of the inspection efforts.

### 20 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Damage Assessments
- ▶ Disaster Recovery
- ▶ Construction Industry
- ▶ Training

#### EDUCATION

- ▶ Coursework, Southeastern Louisiana University, Hammond, LA, 2001–2003)

#### CERTIFICATION

- ▶ Texas All Lines Adjuster License- 2009–2019 (\*Also Licensed in LA, GA, AL, MS, OK, & FL\*)
- ▶ National Flood Insurance Program (NFIP) Certification – Residential and Manufactured (Mobil) Homes, 2013–2019
- ▶ FEMA Contractor Badge, 2018
- ▶ Home Improvement Contractor’s License, 2016
- ▶ CertainTeed Master Shingle Applicator, 2016
- ▶ Shelter – Property I & II Certifications, 2015
- ▶ Louisiana Citizens Certification, 2013–2018
- ▶ Total Loss/Large Loss Certification, 2013

### Bio Highlights

- Hands-on construction and development professional with more than 20 years of experience in all facets of the construction industry.
- Well versed in Symbility, Xactimate, and XactAnalysis; overseeing construction projects; scoping losses exceeding \$100,000; preparing material take-offs; reading blueprints; remaining cognizant of local building code variations; preparing Insured to Value (ITV) reports; preparing and writing estimates; and negotiating settlements.

### Relevant Experience

#### Property Claims Adjuster, Pharos Claims Services, July 2019–April 2022

- Handles a variety of claims from inception to closure, including daily and catastrophe claims.
- Specializes in residential and total losses.

#### CDBG Damage Assessor, Louisiana Office of Community Development (OCD), Restore Louisiana Homeowner Assistance Program—HGA, November 2017–January 2019

- Performed more than 600 all-solutions damage assessments.

#### Damage Assessment Team Lead, Louisiana OCD, Restore Louisiana Homeowner Assistance Program—IEM, Baton Rouge, LA, June–October 2017

- Served as Team Lead and Damage Assessor. Managed a team of up to 20 damage assessors and performed priority and appeals damage assessments.
- Developed inspections protocols for damaged homes.
- Developed workflow process for revising damage estimates during state-managed rehabilitations.
- Trained new hires to perform damage assessments safely and in compliance with HUD and program guidelines.





- ▶ Xactimate 27.5 Level 1 Certification, 2012
- ▶ Donan Asphalt Shingle Certification, 2012 & 2013
- ▶ State Farm Enterprise Claims System (ECS), 2012
- ▶ Rope & Harness Certification, 2012
- ▶ California Earthquake Certification, 2012
- ▶ Xactimate 27 Level 1 Certification, 2011
- ▶ Liberty Mutual Core and Hail Certification, 2011
- ▶ State Farm Basic Estimatics Certification, 2011
- ▶ State Farm Fire Independent Directors Liability (IDL), 2011
- ▶ State Farm Wind & Hail, 2011
- ▶ Transportation Workers Identification Credential (TWIC), 2010
- ▶ 12 Basic Plus Safety Certification, 2010
- ▶ Ladder Safety, 2009
- ▶ Xactimate 25 with Sketch, 2008
- ▶ Class H Renovation Contractors Licensee, 2006
- ▶ Journeyman Plumbers License, 2006
- ▶ Journeyman Electrician License, 2006
- ▶ Natural Gas License, 2006
- ▶ Tract-Pipe Certification, 2004
- ▶ Toxic Mold Sampling Technicians Certification, 2003
- ▶ Mortgage Loan Originator License, 2003
- ▶ Realtors License, 2002

- Trained hires to use Xactimate 28 and XactAnalysis.

#### **Property Claims Adjuster, Fire, Wind, Hail, Water, and Theft—Maverick Claims, LLC; BrightClaim; and Ryze Solutions, April 2016–June 2017**

- Handled a variety of claims from inception to closure, including daily claims.
- Specialized in large-loss fires for commercial, residential, and mobile homes.

#### **Branch Property Adjuster, Shelter Insurance Companies, March 2015–April 2016**

- Served as Staff Property Adjuster for the Baton Rouge Branch; handled a variety of claims from inception to closure, including commercial and residential properties.
- Specialized in large-loss fires.

#### **Independent Adjuster, Worley Catastrophe Response, June 2010–March 2015**

- Served as Property Field Adjuster, Claim Examiner, Program Coordinator, Trainer, and Team Lead for claims due to hurricane, flood, back-up of sewer and drain, fire, wind, hail, water, mold, ice, and theft.
- Projects included the BP Deepwater Horizon Oil Spill and the CDBG-DR New York Rising Program.
- Insurance Carriers included Liberty Mutual, State Farm, and Louisiana Citizens Property Insurance Corporation.
- Assisted with assigning claims, evaluating severity, setting reserves, monitoring claims, time-line specifications, cycle times, estimating guidelines, final review, settlement, issuing payments, supplements, reconciliation, negotiation, settlement, and claim closure.
- Assisted in the development of the Property PRO-Net (PPN) Program, which uses vendor contractors as opposed to field adjusters.
- Helped to develop training material and manuals to be used by the PPN contractors specializing in commercial, large loss, and residential claims.
- Helped to develop a claims process for future catastrophes.
- Provided training assistance for the Certification Classes and the Advanced Skill Builder Classes.
- Helped to maintain and value adjusters' authority limits.



- Helped to develop training processes for both field inspectors and file reviewers; claim handling processes; and best practices.
- Trained adjusters in Xactimate estimating software, from beginner to advanced main replacement and repairs, drainage tie-ins, and hook-ups for emergency housing.
- Specialized in plumbing, electrical, and gas.
- Responsible for strategic planning for temporary housing.
- Read blueprints and estimated equipment, materials, labor, and project duration.
- Prepared layouts and takeoffs from rough to fixtures (start to finish).
- Created appropriate contracts; managed finances, payroll, and appropriate insurance.
- Maintained consistent communications with all general contractors, clients, and third-party contractors to ensure that the job/project is completed within the designated time frame.
- Remained cognizant of all market rates and code variations in different locations.
- Maintained licenses and all related continuing education.

#### **Lead Foreman, All Phase Contracting, Inc. 1997–2005**

- Oversaw and performed home inspections and moisture inspections for house-leveling and house-raising projects.
- Projects ranged from custom homes to service calls, commercial and residential, new construction, remodels, and additions.
- Performed in all trades at all levels, including surveying, excavating, foundations, plumbing, framing carpentry, roofing, siding, gas, electrical, HVAC, drywall, painting, flooring, trim carpentry, etc.
- Estimated new jobs/projects and continually tracked expenses for ongoing jobs/projects.

#### **Owner/Operator, Build-Tech Construction, 2006–2010**

- Provided emergency response, relief, and repairs for both commercial and residential properties, including roof repairs, temporary electrical services, and water.

## **Employment**

- Pharos Claims Services, July 2019–April 2022
- HGA, November 2017–January 2019
- IEM, June–October 2017
- Maverick Claims, April 2016–June 2017
- Shelter insurance Companies, March 2015–April 2016
- Worley Catastrophe Response, June 2021–March 2015
- Build-Tech Construction, 2006–2010
- All phase Contracting, 1997–2005





## Meets Position Requirements



Minimum of one year of CDBG-DR damage inspection experience or equivalent.



Able to work in the field for a substantial amount of the inspection efforts.

## 17 Years of Experience

### AREAS OF EXPERTISE

- ▶ Inspections
- ▶ Change Orders
- ▶ QA/QC
- ▶ Training

### CERTIFICATIONS

- ▶ Catastrophe adjuster licenses in 10+ states
- ▶ Life, Health & Accident Licenses in 2 states
- ▶ Property & Casualty Licenses in 2 states

## Bio Highlights

- Has provided inspections services following hurricanes, ice storms, and wildfires.
- Provided response services following major disasters such as Hurricanes Katrina and Sandy.

## Relevant Experience

### CEO, Pinpoint Claims Adjusting Services, LLC, West Monroe, LA, August 2017–present

- Oversight of all day-to-day operations covering inspections in numerous states.

### QA/QC, US Adjusting, 2016–2017

- File review and QA/QC oversight of large loss fires.

### Change Order Analyst, NY Rising Housing Program, 2015-2016

- Reviewed 6,100 request for elevation of homes affected by Hurricane Sandy.
- Worked closely with architects and engineers to review all aspects of the plans they submitted to determine eligible items and non-eligible items under the NY Rising Program and HUD standards.
- Served as trainer as well as QC for the Change Order Analyst team, working with new change order analysts on skill development.
- Performed dozens of lead-based paint risk assessments in compliance with guidelines set forth by HUD and EPA.
- Contributed to reports for the Rebuild Florida Program by identifying lead-based paint hazards encountered and recommending corrective actions.

### Adjuster, Catastrophe Call Center, 2006–2014

- Worked NFIP claims from beginning to end, large loss claims, wind/hail claims, CA wildfires, backup sewer/drain and ice/freezing claims.



- Was a resource for management and conducted numerous ride-alongs for new adjusters and assisted management with certain task.

#### **Manager, State Farm Catastrophe Call Center, Jacksonville, FL, January 2014-August 2014**

- Responsible for all site deployed adjusters check-in, admin setup, licensing requirements/compliance, attendance, implementing of training and guidance and overall site management as needed.

#### **Manager, State Farm Catastrophe Call Center, Dallas, TX, April 2013-November 2013**

- Responsible for all site deployed adjusters check-in, admin setup, licensing requirements/compliance, attendance, implementing of training and guidance and overall site management as needed.

#### **Manager, State Farm Catastrophe Call Center, Lincoln, NE, 2012-2013**

- Handled fire claims, water claims, liability claims and was closely involved with subrogation from beginning to end for faulty product testing and the pursuit of liability against manufacturers or known responsible parties.
- Chosen by State Farm corporate, to be included in the "Proof of Concept" pilot program that was launched to be tested for a nationwide roll out. This included testing/proving the new system, providing feedback, writing/submitting needed changes to workflow, systems etc.

#### **Trainer, State Farm Catastrophe Call Center, Jacksonville, FL, September 2011-December 2011**

- Responsible for training and development of newly assigned adjusters and to assist seasoned adjusters when needed.

#### **Adjuster, Hurricane Katrina Field Claims, 2005**

- Processed NFIP flood claims, wind claims, and total losses.



## Meets Position Requirements



Minimum of one year of CDBG-DR damage inspection experience or equivalent.



Able to work in the field for a substantial amount of the inspection efforts.

## 10 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery Inspections/Estimations
- ▶ Damage Assessments
- ▶ Xactimate
- ▶ FEMA Flood Guidance
- ▶ Residential Construction
- ▶ Project Management

### EDUCATION

- ▶ Coursework, Navarro College, Corsicana, TX, 1994
- ▶ Reactor Operations, Naval Nuclear Power School, USN, Orlando, FL, 1983

### TRAINING

- ▶ Xactimate
- ▶ Rope/Harness

- Duties included scheduling, performing applicant interviews, and pursuing ongoing training to ensure compliance with Program policies and procedures.

### Independent Adjuster, Various Projects—Worley Catastrophe Response, 2008—March 2018

- Performed adjusting for more than 2,000 property claims for insurance companies in 28 states.
- Performed damage inspections, obtained documentation and photographs, prepared repair estimates, and adjusted losses for residential/commercial properties.

## Bio Highlights

- 10 years of experience in property damage inspection/assessment of residential and commercial properties, with 30 years of supervisory experience.
- Performed more than 3,000 home and business inspections nationwide, specializing in roof inspection.
- Received a letter of appreciation from a policy holder despite “denying” their insurance claim.
- As shipping manager, doubled delivery quantities while simultaneously reducing overtime hours and personnel and increasing customer satisfaction ratings.

## Relevant Experience

### Inspector, Louisiana Office of Community Development (OCD), Restore Louisiana Homeowner Assistance Program—HGA, Louisiana, March 2018—present

- Performed more than 400 initial damage assessments of one- and two-family structures and mobile homes using Xactimate and XactAnalysis.
- Damage assessments consisted of a full floorplan sketch with photos and itemized scopes of work, separating repairs already completed and work still required to meet minimum property standards.

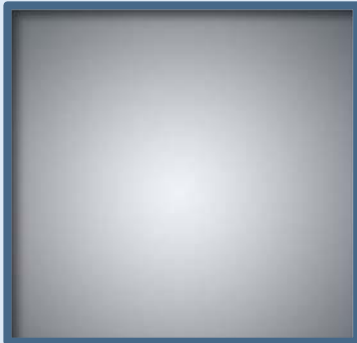


### **Damage Assessor, NY Governor's Office of Storm Recovery (GOSR), New York Rising Housing Program—Worley Catastrophe Response, Long Island, NY, November 2013–January 2014**

- Performed damage assessments of one- and two-family structures and mobile homes using Xactimate and XactAnalysis.
- Damage assessments consisted of a full floorplan sketch with photos and itemized scopes of work, separating repairs already completed and work still required to meet minimum property standards.

### **Employment**

- HGA, 2018–present
- Worley Catastrophe Response, 2012–2018



## Meets Position Requirements



Minimum of one year of CDBG-DR damage inspection experience or equivalent.



Able to work in the field for a substantial amount of the inspection efforts.

## 30 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery Inspections/Estimations
- ▶ Commercial and Residential Building Inspections
- ▶ Quality Assurance/Quality Control (QA/QC)
- ▶ Insurance Adjusting
- ▶ Commercial Construction
- ▶ Home Construction
- ▶ Commercial Construction Project Management
- ▶ Commercial and Residential Plan Review
- ▶ Fire Code Inspections

### CERTIFICATIONS

- ▶ Xactimate 28 Level 1
- ▶ Adjuster Licenses in multiple states
- ▶ National Flood Insurance Program (NFIP) Adjuster

## Bio Highlights

- More than 30 years of professional experience with all aspects of the construction industry, first as general contractor and then as an independent insurance adjuster.
- Identifies damages to structures and property and estimates and documents the cost of repairs.
- As a general contractor, offered construction estimating, document and specification preparation, design assistance, value engineering, product selection, scheduling, and project management.
- Conducted commercial and residential fire inspections.
- Wrote building, fire, electrical, mechanical and plumbing code ordinances.

## Relevant Experience

### Inspector, Louisiana Office of Community Development (OCD), Restore Louisiana Homeowner Assistance Program—HGA, Baton Rouge, LA, 2018–present

- Performed more than 300 initial damage assessments of one- and two-family structures and mobile homes using Xactimate and XactAnalysis.
- Developed full floorplan sketch with photos and itemized scopes of work.
- Duties included scheduling, interviewing applicants, and attending ongoing training to ensure compliance with program policies and procedures.

### Inspector, Puerto Rico CDBG-DR Housing Program—Clarity Services, December 2017–January 2018

- Performed commercial and residential building inspections and assessments. Sketched facilities in Xactimate, obtained and documented photos, and prepared damage scope notes.



### **QA/QC Lead, LA OCD, Restore Louisiana Homeowner Assistance Program—Providence Engineering, July–November 2017**

- Performed quality control on estimates written by Restore Louisiana inspectors. Promoted to QA/QC Lead, supervised more than 60 QC staff. Resolved issues with State QC staff and inspectors.

### **Adjuster, Various Projects—Cunningham Lindsey Catastrophe Response, 2015–July 2017**

- Performed property claims adjusting for hail, wind, flood, and ice/snow damage for insurance companies in multiple states.
- Performed damage inspection, obtained documentation and photographs, prepared repair estimates, and adjusted losses for residential and commercial properties.

## **Employment**

- HGA, 2018–present
- Clarity Services, 2017–2018
- Providence Engineering, July–November 2017
- Cunningham Lindsey Catastrophe Response, 2015–July 2017



### Meets Position Requirements

- ✓ Minimum of one year of CDBG-DR damage inspection experience or equivalent.
- ✓ Able to work in the field for a substantial amount of the inspection efforts.

### 20 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant-Disaster Recovery (CDBG-DR) Programs
- ▶ Insurance Claims Inspections, Reporting, and Quality Assurance/Quality Control (QA/QC)
- ▶ Property Damage Assessment Report Interpretation
- ▶ Logistics
- ▶ Operations and Program Management

#### EDUCATION

- ▶ M.H.A., Health Administration, Tulane University, New Orleans, LA
- ▶ B.S., Cell & Molecular Biology, Tulane University, New Orleans, LA

#### CERTIFICATIONS

- ▶ Xactimate
- ▶ XactAnalysis
- ▶ XactSketch
- ▶ Microsoft Access
- ▶ Microsoft Office Suite

### Bio Highlights

- Provided inspections and QA/QC leadership for multiple disaster recovery housing efforts in Louisiana and New York.
- Expert user and trainer of Xactimate, XactAnalysis, and XactSketch.
- More than 20 years of residential property experience with expertise in insurance claims inspections, reporting, and QA/QC, particularly property damage assessments, estimates, inspections, customer relations, accounting, payroll, budgeting, collections, project management, marketing, public relations, insurance compliance and claims, and database management.

### Relevant Experience

#### QA/QC Specialist, Louisiana Office of Community Development (OCD), Restore Louisiana Homeowner Assistance Program—HGA, Baton Rouge, LA, November 2017—present

- Reviews and approves reimbursement and estimated cost of repairs (ECR) submitted to QA/QC by the damage assessors to ensure accuracy and compliance with program guidelines.
- Reviews and approves all zero-dollar, mobile home, unsafe to enter, and non-responsive files.
- Trains QA/QC personnel as needed.

#### QA/QC Construction Monitor, Louisiana OCD, Restore Louisiana Homeowner Assistance Program—Metric Engineering/Cohn Reznick, Baton Rouge, LA, May—August 2017

- Performed spot-check reviews of reimbursement and ECR estimates submitted to the State by the prime contractor for the program to ensure accuracy and compliance with program guidelines.
- Performed monitoring inspections to ensure accuracy of the scope submitted by main contractor and damage assessors.



- Advised on methods of continuous quality improvement to streamline processes and increase productivity.

**QA/QC Specialist & Estimator, Louisiana OCD, Road Home Program—Hammerman & Gainer Inc. (HGI), New Orleans, LA, February 2016–April 2017**

- Ensured timely completion, accuracy, and quality of each applicant’s inspection report based on updated policies and procedures for the Road Home CDBG-DR Final Phase.
- Created Xactimate scoping estimates from Inspector notes.
- Performed field inspections.

**Field Inspector/Damage Assessor, New York Governor’s Office of Storm Recovery, NY Rising—Worley/Penda Aiken, Long Island, NY, September 2013–January 2016**

- Facilitated startup of the NY Rising CDBG-DR initial field inspections.
- Produced accurate and timely Xactimate reports and photos.
- Continued to perform final inspections to ensure compliance.
- Performed special projects, including re-inspections and multi-unit rental inspections, and produced Housing Quality Standard (HQS) reports.

**Insurance Claims Adjuster, Various Clients—Worley Catastrophe, Hammond, LA, 2007–September 2013**

- Performed field and inside adjusting and analysis for daily, large loss, and catastrophic insurance losses for multiple insurance companies.
- Produced accurate and timely Xactimate reports with photos.
- Engaged in extensive customer service interactions with providers, insureds, and third parties.
- Deployed nationwide for multiple disasters, including Hurricanes Ike, Sandy, Isaac, and Irene.
- Acted as team lead and trainer for Liberty Mutual in New Jersey during Hurricane Sandy.

**Owner/Manager, Various Clients—Will Care Properties, New Orleans, LA, July 1999–February 2006**

- Owned and operated a corporation focused on property management, acquisition, and renovation; duties included managing multiple multi-unit properties.
- Gained extensive experience with customer relations, accounting, payroll, budgeting, collections, project management, marketing, public relations, insurance compliance & claims, database management, human relations, and the construction, electrical, mechanical, and plumbing trades.

## Employment

- HGA, November 2017–Present
- Metric Engineering/Cohn Reznick, May–August 2017
- HGI, February 2016–April 2017
- Worley Catastrophe/Penda Aiken, September 2013–January 2016
- Worley Catastrophe, 2007–September 2013
- Will Care Properties, July 1999–February 2006





### Meets Position Requirements



Minimum of one year of CDBG-DR damage inspection experience or equivalent.



Able to work in the field for a substantial amount of the inspection efforts.

### 14 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Disaster Housing Inspections/ Damage Assessments
- ▶ FEMA Individual Assistance (IA) Program
- ▶ Xactimate
- ▶ Quality Assurance/Quality Control (QA/QC)

#### EDUCATION

- ▶ B.A., Communications, University of South Alabama, Mobile, AL, 2005

### Bio Highlights

- 14 years of experience in disaster-related home inspections for HUD and FEMA disaster recovery programs.
- Xactimate proficient and skilled at using XactAnalysis and Microsoft Office programs.
- Supported CDBG-DR and FEMA IA programs in Louisiana, New York, Puerto Rico, and other states, including the LA Road Home Program (Hurricane Katrina), New York City Build It Back Program (Hurricane Sandy), and Restore Louisiana Program (2016 Louisiana floods).
- Provides excellent customer service; collects required data and photos; files timely, properly formatted reports in accordance with current guidelines; and works with minimal supervision.
- Reviewed more than 950 inspections over the last year without a single client rejection for errors or non-compliance.
- Conducted or reviewed thousands of disaster recovery inspections, including damage assessments, initial inspections, intermediate inspections, final inspections, appeal inspections, Congressional appeal inspections, and special needs inspections.

### Relevant Experience

#### Quality Control Reviewer, Louisiana Office of Community Development (OCD), Restore Louisiana Homeowner Assistance Program—HGA, New Orleans, LA, January 2018–present

- Reviews estimates for HGA’s quality control department for the Restore Louisiana Program, created to address flood damage from the floods of 2016 using Xactimate and XactAnalysis.
- Reviewed more than 950 inspections over the last year without a single state rejection for errors or non-compliance.



### **Quality Control Manager, LA OCD, Road Home Program's Elevation Grant Reclassification Program—HGI, New Orleans, LA, January 2016–January 2018**

- Managed the quality control department at HGI for the LA Road Home Program's elevation grant reclassification program.
- Reviewed cost estimates for post-Katrina home repairs written with Xactimate 28.
- Interpreted guidelines under policies set by the state; trained estimators and inspectors; ensured that daily production goals were met; served as liaison between management and estimators; and wrote one to four estimates per day as needed to meet production goals.

### **Housing Damage Assessor, New York City Housing Recovery, Build It Back Program—Dewberry Engineering, New York, NY, September 2013–August 2015**

- Conducted more than 850 damage assessments of individual dwellings and multi-family properties comprising thousands of units.
- Led crews, including environmental impact specialists and lead and asbestos risk assessors.
- Used Xactimate 27.5 to create floor plans and rebuilding cost estimates covering structural components, electrical and plumbing systems, HVAC, forced air heating and boiler systems, and other mechanical subsystems up to industrial scale.
- Performed environmental and safety surveys.
- Collated information and photographs into reports submitted electronically in a timely manner without direct supervision.
- Coordinated assessments with loan originators, property owners, engineers, contractors, and city officials.

### **Disaster Housing Inspector, FEMA, IA Inspections—PaRR Inspections (2005–2013), Vanguard Emergency Services (2014–2015), Various Locations, 2005–2015**

- Conducted thousands of damage assessments in seven states and Puerto Rico for the FEMA Individual Assistance program for individual households after federally declared disasters (tornados, hurricanes, flooding) using ACE III/IV, FEMA's cost estimating software.
- Contacted applicants both in the area and at their evacuation destinations, collected information and photographic support, and filed reports in a timely manner with minimal supervision in accordance with federal guidelines after determining eligibility for the program.
- Performed initial inspections, appeal inspections, Congressional appeal inspections, and special needs inspections.

### **Quality Control Inspector, FEMA, IA Inspections—PaRR Inspections, Various Locations, 2009–2013**

- Conducted more than 700 quality control follow-up inspections, grading and (when necessary) suggesting correction and retraining for disaster housing inspectors in the FEMA Individual Assistance program.

### **Insurance Risk Inspector, National Risk Services, Various Locations, 2009–2013**

- Inspected thousands of residential and commercial properties.
- Compiled reports including sketches, photographs, and structural information to determine insurance liability and eligibility.



### **Damage Assessor, LA OCD, Louisiana Road Home Program—PaRR Inspections, New Orleans, LA, 2006–2009**

- Conducted more than 2,500 inspections for the Louisiana Road Home rebuilding program instituted after Hurricane Katrina. These included initial inspections for both individual and small rental properties, and final inspections to ensure compliance with state and federal building and occupancy codes.
- Reports required creating floor plans using AutoCAD sketching software and proprietary estimation software.
- Inspections addressed all aspects of construction, including structural, electrical, plumbing, sanitation, and heating and cooling systems. Inspectors also evaluated compliance with green building standards and Americans with Disabilities (ADA) standards.

### **Employment**

- HGA, November 2017–present
- HGI, 2016–2018
- Vanguard Emergency Services, 2014–2015
- Dewberry Engineering, 2013–2015
- National Risk Services, 2009–2013
- PaRR Inspections, 2005–2013



## 30 Years of Experience

### AREAS OF EXPERTISE

- ▶ Funds Disbursement
- ▶ Disaster Recovery
- ▶ HUD-CDBG Regulation
- ▶ Project Execution

### EDUCATION

- ▶ M.B.A., Finance, Tulane University, New Orleans, 1992
- ▶ B.S., Accountancy, University of Mississippi, Oxford, MS, 1985

### CERTIFICATIONS

- ▶ Certified Public Accountant (CPA)

### AFFILIATIONS

- ▶ Member, American Institute of Certified Public Accountants
- ▶ Member, Louisiana Society of CPAs

## Meets Position Requirements

- ✓ Minimum of three years of direct experience in CDBG-DR financial management or equivalent.
- ✓ Demonstrated experience leading a financial management operation of a similar size and scope of NCORR's CDBG-DR and CDBG-MIT grants.

## Bio Highlights

- An Associate Director in P&N's Consulting Services Group, with more than 30 years of experience in accounting and financial operations.
- Oversaw the development of accounting services for disbursements and collection of funds for several CDBG or large programs.
- Has focused on financial management for some of the largest disaster programs in U.S. history, including the Deepwater Horizon Oil Spill, COVID-19 recovery programs, and large natural disasters.
- Decisive business leader who works and communicates effectively with all levels and combines strong business acumen with the ability to conceive profitable and efficient solutions.

## Relevant Experience

### Disbursement Lead, North Carolina Office of Recovery Resiliency (NCORR), Housing Opportunities and Prevention of Evictions (HOPE) Program—P&N, Raleigh, NC, June 2021—present

- Reviews payment files for completeness and accuracy.
- Works with NCORR Finance and the bank to resolve any payment issues or data issues from the system of record.
- Developing U. S. Treasury—compliant policy and procedures manuals for disbursements to grant recipients.
- Provides relevant financial data to NCORR to meet its reporting obligations to the U.S. Treasury.

### Senior Manager, Louisiana Office of Community Development (OCD), Restore Louisiana Program Temporary Housing Assistance and Financial Management—P&N, Baton Rouge, LA, April 2017—present

- Performs quality control of grant award calculations.
- Oversees grant award funding requests to the State of Louisiana and all disbursements to qualified applicants/contractors.



- Performs monthly reconciliations of Program financial data for the State of Louisiana.
- Serves as a primary point-of-contact for questions from State of Louisiana and auditors regarding accuracy and validity of grant award and disbursements.
- Reviews all payment requests in the system of record for accuracy and compliance with HUD policies.
- Drafts weekly and quarterly performance reports detailing performance for prior week/quarter, goals for current week/quarter, and any challenges impeding performance.
- Provides *ad hoc* analyses and information to Program Management and OCD upon request.
- Develops HUD-compliant policy and procedures manuals for grant calculations, payment requests to OCD, and disbursements to grant recipients.
- Works closely with the Eligibility and Construction teams to provide guidance on sufficient documentation supporting grant calculations and payment requests.

#### **Funds Disbursements Lead, Fulton County, GA, Emergency Rental Assistance Program—P&N, Fulton County, GA, 2021–present**

- Oversees grant award funding requests to Fulton County and all disbursements to qualified applicants, landlords, and utility companies.
- Performs monthly reconciliations of Program financial data for Fulton County.
- Provides relevant financial data to Fulton County, GA, to meet its reporting obligations to the U.S. Treasury.
- Serves as a primary point-of-contact for questions from Fulton County and auditors regarding accuracy and validity of disbursements.
- Drafts weekly and quarterly performance reports detailing performance for prior week/quarter, goals for current week/quarter, and any challenges impeding performance.
- Developing U. S. Treasury–compliant policy and procedures manuals for payment requests to Fulton County and disbursements to grant recipients.

#### **Disaster Recovery Specialist, Louisiana Governor’s Office of Homeland Security Emergency Preparedness, Public Assistance Closeout—P&N, Baton Rouge, LA, January 2017–August 2019**

- Provided subject-matter expertise in various areas related to the grant closeout activities of the Stafford Act and National Flood Insurance Act (NFIA) programs.
- Monitored progress of assigned closeout project worksheets to ensure that all federal and state grant requirements were met and that files were closed in a timely manner.
- Reviewed project file documentation, invoices, and other information to ensure that documentation complied with regulations.
- Provided subject matter expertise in a wide range of areas related to the grant closeout activities of the Stafford Act and NFIA programs.

#### **Support Staff, Deepwater Horizon Claims Administrator, Deepwater Horizon Economic and Property Damages Settlement—P&N, Gulf Coast, December 2018–April 2021**

- Responsible for the execution of project phases involving settlement agreement policies and procedures, claims analysis, claims appeals, responses to Appeals Panelists’ and District Court’s accounting questions, and quality control and presentations to Appeals Panelists regarding the implementation and accounting interpretation of significant settlement agreement policies.



## Employment

- Postlethwaite & Netterville, APAC (P&N), June 2013–present
- Amedisys, Inc., June 2011–May 2013
- Hixon Development, LLC, June 2009–May 2011
- Stewart Enterprises, Inc., April 1997–March 2009
- PricewaterhouseCoopers, January 1990–April 1997
- Deloitte & Touche, September 1985–July 1988



## Meets Position Requirements



Minimum of three years of direct experience in CDBG-DR financial management or equivalent.



Demonstrated experience leading a financial management operation of a similar size and scope of NCORR's CDBG-DR and CDBG-MIT grants.

## 9 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Financial Management
- ▶ Stafford Act Regulations
- ▶ Information System Fluency
- ▶ NFIA programs

### EDUCATION

- ▶ B.B.A., Business Administration – Finance, University of Louisiana at Lafayette, Lafayette, LA, 2011
- ▶ M.B.A., Accounting, Southern University, Baton Rouge, LA, 2017

### TRAINING

- ▶ FEMA Introduction to Individual Assistance (IA) (DF-103), IS-00403, Emergency Management Institute
- ▶ State of Louisiana, Board of Ethics Training

## Bio Highlights

- A Manager in the P&N Consulting Services Group, who joined the firm in 2013.
- Has a comprehensive understanding of multiple systems and software, including Louisiana Public Assistance (LAPA), Deepwater Horizon Economic Claims Center (DHECC) systems, SharePoint, Engagement, and OpenGov.
- Experience in leading several teams on large scale disaster and recovery programs.
- Experience developing accounting services and process improvement plans.
- Managed workflows and accounting processes by working directly with state agencies and other program leadership.

## Relevant Experience

### Functional Lead, Louisiana Department of Treasury, Main Street Recovery Program (MSRP)—P&N, Baton Rouge, LA, July 2021–present

- Provides direction and oversight for more than 40 team members to ensure a high degree of individual performance and compliance with applicable policies and procedures.
- Performs and oversees quality control reviews to ensure accuracy and process improvements.
- Assists with developing MSRP standard operating procedures for target functional areas.
- Finalizes application revisions to reflect completion and accuracy based on applicant's provided documentation and information.





- Communicates with applicants, managers, project staff, and directors to obtain responsive documentation, address complex issues, discuss standard operating procedures/processes, report closure of assignment, and report progress on milestones/projects.

#### **Disaster Recovery Specialist, Louisiana Governor's Office of Homeland Security Emergency Preparedness (GOHSEP), Public Assistance Closeout—P&N, Baton Rouge, LA, January 2017–August 2019**

- Provided subject-matter expertise in various areas related to the grant closeout activities of the Stafford Act and National Flood Insurance Act (NFIA) programs.
- Monitored progress of assigned closeout project worksheets to ensure that all federal and state grant requirements were met and that files were closed in a timely manner.
- Reviewed project file documentation, invoices, and other information to ensure that documentation complied with regulations.
- Provided subject matter expertise in a wide range of areas related to the grant closeout activities of the Stafford Act and NFIA programs.

#### **Disaster Recovery Specialist, Louisiana Governor's Office of Homeland Security Emergency Preparedness (GOHSEP), Public Assistance Closeout—P&N, Baton Rouge, LA, January 2017–August 2019**

- Provided subject-matter expertise in various areas related to the grant closeout activities of the Stafford Act and National Flood Insurance Act (NFIA) programs.
- Monitored progress of assigned closeout project worksheets to ensure that all federal and state grant requirements were met and that files were closed in a timely manner.
- Reviewed project file documentation, invoices, and other information to ensure that documentation complied with regulations.
- Provided subject matter expertise in a wide range of areas related to the grant closeout activities of the Stafford Act and NFIA programs.

#### **Senior Financial Analyst, Deepwater Horizon Claims Administrator, Deepwater Horizon Economic and Property Damages Settlement—P&N, Gulf Coast, December 2018–April 2021**

- Reviewed and analyzed eligible compensation packages, to include thorough review of financial worksheets; analysis of business documents for accuracy and validity; reconciliation of business and project processes against multiple standards (SOPs, court-mandated processes, accounting standards, statutory requirements); and identification of anomalies and affectations within revenue streams and expense patterns.
- Communicated with applicants, managers, project staff, and executives to address scope review, expedited assignments, budget/cost ramifications for closure of assignment, and reporting of milestones/project progression.

## **Employment**

- Postlethwaite & Netterville, APAC (P&N), 2013–present
- MidSouth Bank, 2009–2013





## Meets Position Requirements



Minimum of three years of direct experience in CDBG-DR financial management or equivalent.

## 9 Years of Experience

### AREAS OF EXPERTISE

- ▶ Project Management
- ▶ Financial Management
- ▶ Grant Management
- ▶ Quality Assurance/Quality Control (QA/QC)

### EDUCATION

- ▶ M.B.A., Business Administration, Grand Canyon University, Phoenix, AZ, 2007
- ▶ B.S., Mathematics, Business Administration Minor, Nicholls State University, Thibodaux, LA, 2002

### TRAINING

- ▶ FEMA Introduction to Individual Assistance (IA) (DF-103), IS-00403, FEMA Emergency Management Institute

- Answered grant-related and financial questions by researching and interpreting data from the Louisiana Public Assistance (LAPA) website.
- Reviewed expenses to determine eligibility.

### Support Staff, Confidential Client—P&N, Large Northeastern City, 2021—present

- Reconciles invoices, purchase orders, and proofs of payment with cost documentation in SharePoint to ensure no duplication of costs, to identify gaps in information to request from each City department, and to create audit-ready cost documentation packets.

## Bio Highlights

- A Disaster Recovery Specialist who has been with P&N since 2013.
- Experience includes grants management and closeout review, financial analysis, and quality assurance of claims to ensure compliance with either a settlement agreement or grant agreement.
- Applies her knowledge of accounting principles, OMB Circulars, settlement agreements, and other governing documentation to her analysis of business financials and responsive documentation.

## Relevant Experience

### Support Staff, Louisiana Governor's Office of Homeland Security Emergency Preparedness (GOHSEP), Public Assistance Closeout—P&N, Baton Rouge, LA, January 2017—August 2019

- Used knowledge of federal grant procedures to obtain documentation needed by FEMA and the GOHSEP for reimbursements from departments.
- Analyzed information by developing spreadsheet reports and verifying information.
- Researched documentation issues such as procurement and contract issues to ensure that FEMA and GOHSEP requirements had been met.
- Submitted reimbursement for expenses incurred but not yet reimbursed by FEMA.



- Performs QA/QC review of reconciled documentation.
- Ensures continuity between costs in SharePoint and on the expense summary.
- Reviews costs for eligibility and questions costs that seem misplaced.

#### **Support Staff, Fort Bend County, Emergency Rental Assistance Program and COVID-19 Mortgage Assistance Program—P&N, Fort Bend County, TX, June 2020–2021**

- Worked as a Quality Assurance team member.
- Reviewed invoice transmittals, confirming completeness and accuracy of transmittals and providing backup support.
- Established vendor origination with the Purchasing Department.
- Delivered completed invoice transmittals to Accounts Payable.

#### **Support Staff, Deepwater Horizon Claims Administrator, Deepwater Horizon Economic and Property Damages Settlement—P&N, Gulf Coast, December 2018–April 2021**

- Reviewed and analyzed eligible compensation packages, to include thorough review of financial worksheets; analysis of business documents for accuracy and validity; reconciliation of business and project processes against multiple standards (e.g., SOPs, court-mandated processes, accounting standards, statutory requirements); and identification of anomalies and affectations within revenue streams and expense patterns.
- Communicated with applicants, managers, project staff, and executives to address scope review, expedited assignments, budget/cost ramifications for closure of assignment, and reporting of milestones/project progression.

## **Employment**

- Postlethwaite & Netterville, APAC (P&N), June 2013–present
- Louisiana Department of Education, January 2008–May 2013
- Primerica Financial Services, April 2008–August 2009
- Louisiana Department of Public Safety, 2003–2008



## Meets Position Requirements



Minimum of three years of direct experience in CDBG-DR financial management or equivalent.

### 3 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Financial Management
- ▶ Project Execution
- ▶ Uniform Guidance

#### EDUCATION

- ▶ B.S., Mathematics, Louisiana State University, Baton Rouge, LA, 2017
- ▶ B.A., Economics, Louisiana State University, Baton Rouge, LA, 2017

## Bio Highlights

- A Senior Consultant in P&N's Consulting Services Group, on our Disaster Management and Recovery Team.
- Works closely with project leadership and client management to delivery efficient, compliant, and high-quality work products.
- Has assisted program management in the delivery of services and assistance on large COVID-19 recovery programs under the Coronavirus Aid, Relief, and Economic Security (CARES), Coronavirus Response and Relief Supplemental Appropriations (CRRSA), and American Rescue Plan Act (ARPA).
- Managed data entry and data collection for processing files to payment.
- Experience with reviewing and reporting financial data and information for application and financial processing.

## Relevant Experience

### Financial Analyst, Louisiana Department of Treasury, Main Street Recovery Program—P&N, Baton Rouge, LA, July 2021—present

- Provides program management services to the Louisiana State Treasurer's Office to implement a \$275 million small business recovery grant program.
- Reviews project file documentation to ensure that documentation complies with program policy.
- Determines the total grant award based on eligible expense categories.
- Provides applicant-friendly customer service to ensure timely review of applicant information and timely delivery of grant funds.



**Program Manager, Louisiana Department of Education, Emergency Assistance to Non-Public and Non-Profit Schools (EANS) Program—P&N, Baton Rouge, LA, February 2021–present**

- Provides COVID-19 pandemic relief to non-public schools under the CRRSA Act and ARPA.
- Confirms each applicant school’s eligibility criteria and provides eligible schools with notification of the final allocation amount awarded to each school.
- Formulates allowable costs determinations consistent with program guidelines and FAQs as well as Uniform Guidance and cost principles.

**Quality Control Reviewer, Fort Bend County, Emergency Rental Assistance Program—P&N, Fort Bend County, TX, December 2020–February 2021**

- Reviewed program files to ensure that appropriate payments were made according to federal requirements.
- Approved completed applications for assistance once all program eligibility criteria had been met and verified.
- Monitored for potential duplication of benefits received under the program.

## **Employment**

- Postlethwaite & Netterville, APAC (P&N), 2020–present
- Northwestern Mutual, 2019–2020
- Forte and Tablada, Inc., 2013–2018



## Meets Position Requirements



Minimum of three years of direct experience in CDBG-DR financial management or equivalent.

## 6 Years of Experience

### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Payment Program Implementation
- ▶ Quality Assurance/Quality Control (QA/QC)

### EDUCATION

- ▶ M.B.A., Louisiana State University, Baton Rouge, LA, 1988
- ▶ B.S., Louisiana Tech University, Ruston, LA, 1983

### EMPLOYMENT

- ▶ Postlethwaite & Netterville, APAC (P&N), 2015–present
- ▶ R&JH Services, 2012–2015
- ▶ Pack and Post, 2008–2015
- ▶ VF Intimates, 1998–2008

## Bio Highlights

- A Senior in the P&N Consulting Services Group with more than 6 years of experience on disaster recovery projects, including the Deepwater Horizon Economic and Property Damages Settlement and Restore Louisiana.
- Worked with multiple teams throughout the Restore Louisiana Program, including Verification of Benefits (VOB) and Damage Assessment teams. Currently provides support to the VOB team through duplication of benefits review and contractor fraud review.
- Prior to working with P&N, worked as a process improvement consultant in the manufacturing industry.

## Relevant Experience

### Support Staff, Louisiana Office of Community Development (OCD), Restore Louisiana Program Temporary Housing Assistance and Financial Management—P&N, Baton Rouge, LA, April 2017–present

- Works with the VOB team to complete receipt reviews for mobile homes and reconstruction projects to evaluate eligibility based on ownership/occupancy, flood/damage level, structure type, solution type, flood date, inspection date, and other items in the eligibility scope.
- Reviews and analyzes contractor fraud claims to determine eligibility and calculates any offset against the duplication of benefits.
- Supports Program Leadership on other projects involving reimbursement amounts, construction delays, and eGrants development.
- Performs QC reviews of damage assessment (DA) files and pre-construction DA files.
- Cures disapproved DA files and gives feedback to inspectors regarding Program expectations.



- Performs QA/QC review of damage assessment files, including review of submitted files and photos for completeness, accurate drawings, correct allowances, correct cost tables and tax rates, correct allocations to reimbursement or repair, and correct formatting.

**Case Reviewers Team Lead, Fulton County, GA, Emergency Rental Assistance Program—P&N, Fulton County, GA, 2021–present**

- Serves as Team Lead for a group of Case Reviewers that review tenant and landlord applications to determine eligibility and assistance amount.
- Monitors team member production levels and provides assistance to reviewers when they encounter issues that they are not sure how to handle.
- Helps to review and update policies and procedures, follows up on escalation issues, and helps to identify or clear fraudulent applications. He makes calls to tenants and landlords as needed, usually to resolve some issue they are having with completing their applications or when they have a complaint that needs resolution.
- Previously worked as both a case reviewer and QC reviewer/approver; was responsible for reviewing and verifying landlord applications.
- Trained both new case reviewers and new QC reviewers.

**Financial Analyst, Deepwater Horizon Claims Administrator, Deepwater Horizon Economic and Property Damages Settlement—P&N, Gulf Coast, December 2018–April 2021**

- Helped to reconcile financial documents, including bank statements, tax returns, profit and loss statements, and general ledgers.
- Performed award calculation by analyzing financial documentation and data in accordance with project policies, procedures, and methodologies.



## Meets Position Requirements



Minimum of three years of direct experience in CDBG-DR financial management or equivalent.

### 4 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Financial Reconciliation
- ▶ Data Analysis
- ▶ Financial Options Evaluation
- ▶ COVID-19 Disaster Relief Programs

#### EDUCATION

- ▶ A.A., Financial Management, University of Houston Downtown, Houston, TX, 2019

#### EMPLOYMENT

- ▶ Postlethwaite & Netterville, APAC (P&N), 2021–present
- ▶ American International Group, 2013–2016

## Bio Highlights

- A Financial Analyst with the P&N Consulting Services team who has been with the firm since 2021.
- Prior to joining P&N, gained several years of experience in general financial reporting with American International Group, Inc.
- Managed data entry and data collection for processing files to payment.
- Experience with reviewing, researching, and reporting of financial data and information for application and financial processing.

## Relevant Experience

### Financial Analyst, Fulton County, Emergency Rental Assistance Program—P&N, Fulton County, GA, 2021–present

- Processed grant award funding requests to Fulton County, GA, and disbursements to qualified applicants, landlords, and utility companies.
- Reconciled financial data to identify missing financial information and resolve outstanding requirements.
- Budgeted and approved government relief funds to applicants.

### Financial Analyst, Texas Department of Housing & Community Affairs, Texas Rent Relief Program (TRRP)—P&N, Houston, TX, April 2021–June 2021

- Analyzed documentation to verify accuracy in information based on protocols, policies, standards, and methodologies.
- Led Spanish Department in translating for financial documentation and aid applicants in the government-funded COVID-19 disaster relief program.
- Provided rental and utility assistance to eligible households through the Consolidated Appropriations Act of 2021.

**Finance Intern, American International Group, Inc., Houston, TX, January 2013–January 2016**

- Maintained accurate financial information and developed financial models for performance.
- Collaborated with a team of professionals to establish objectives and strategies for those objectives.
- Provided support for collecting reports, filing information, and organizing data.





## Meets Position Requirements



Minimum of three years of direct experience in CDBG-DR financial management or equivalent.

### 3 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Disaster Recovery
- ▶ Escalations Strike Team
- ▶ COVID-19 Disaster Management Programs

#### EDUCATION

- ▶ B.S., Finance, Louisiana State University, Baton Rouge, LA, 2016

#### CERTIFICATIONS

- ▶ Qualified 401K Administrator (QKA)

#### EMPLOYMENT

- ▶ Postlethwaite & Netterville, APAC (P&N), June 2021–present
- ▶ Progressive Insurance, December 2020–June 2021
- ▶ Levelset, November 2019–October 2020
- ▶ The Haslauer Group, Inc., January 2017–November 2019
- ▶ Northwestern Mutual, May 2015–September 2016

## Bio Highlights

- A full staff employee in P&N's Consulting Services Group, with multiple years in accounting and financial operations.
- Has worked on a COVID-19 disaster management program.

## Relevant Experience

### Team Lead, Fulton County, GA, Emergency Rental Assistance Program—P&N, Fulton County, GA, 2021–present

- Provides COVID-19 pandemic relief to non-public schools under the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act and American Rescue Plan Act (ARPA).
- Serves as a point of contact to the client to solve escalated and difficult situations.
- Provides relevant updates to other team leads and directors of the program.
- Assists supervisor and strike team with escalated cases to help resolve ill-timed issues.

### Account Executive, Levelset, Baton Rouge, LA, November 2019–October 2020

- Ranked as the top Q3 worker on the sales team's metric system tracked by Salesforce and Ambition.

### 401K Administrator, The Haslauer Group, Baton Rouge, January 2017–November 2019

- Performed compliance testing to ensure accuracy of participants' contributions.
- Verified trust accounting data and reconciled client's census data with investment company plan statements.



## Meets Position Requirements



Minimum of three years of direct experience in CDBG-DR financial management or equivalent.

## 9 Years of Experience

### AREAS OF EXPERTISE

- ▶ Project Management
- ▶ Funds Disbursement Platforms
- ▶ Account Management
- ▶ Financial Data Analytics

### EDUCATION

- ▶ B.S., Finance, Southern University and A&M College, Baton Rouge, LA

## Bio Highlights

- A Senior Consultant with P&N who currently works with the Financial Management and Disbursement (FMD) team.
- Has extensive knowledge of various disbursement platforms, including several banks, Bill.com, Digital Disbursements, and multiple check-printing vendors.
- Prior to P&N, worked as a Senior Treasury Operations Specialist and oversaw more than 200 bank accounts.
- Managed data entry and data collection for processing files to payment.
- Experience with reviewing, researching, and reporting of financial data and information for application and financial processing.
- Specializes in design of financial controls in processes and procedures.

## Relevant Experience

### Account Supervisor, State of North Carolina, North Carolina Housing Finance Agency—P&N, Raleigh, NC, January 2022—present

- Assists with Taxpayer Identification Number (TIN) matching, review, and reconciliation, and issuance of 1099s.

### Finance Team Lead, Fulton County, GA, Emergency Rental Assistance Program—P&N, Fulton County, GA, 2022—present

- Works on the Financial Management and Disbursements team to perform pre-payment review of files for completeness.
- Performs daily export and import of data to generate invoices for payment.
- Performs daily reconciliation and reporting of disbursements into the system of record.

**Finance Team Lead, Louisiana Emergency Rental Assistance Fund—P&N, Baton Rouge, LA, 2022—present**

- Works on the Financial Management and Disbursements team to perform pre-payment review of files for completeness.
- Performs daily export and import of data to generate invoices for payment.
- Performs daily reconciliation and reporting of disbursements into the system of record.
- Assists with TIN matching and review, and issuance of 1099s.

**Senior Consultant, Multiple Large Settlement Funds—P&N, Baton Rouge, LA, 2022—present**

- Works with the Settlement Funds team to issue multi-billion dollars in settlements for class action and mass torts.
- Specializes in design of processes, to include proper controls and procedures for payments.
- Performs daily export and import of data to generate invoices for payment.
- Performs daily reconciliation and reporting of disbursements into the system of record.

**Financial Analyst, Deepwater Horizon Claims Administrator, Deepwater Horizon Economic and Property Damages Settlement—P&N, Gulf Coast, 2012—2016**

- Reviewed financial data submitted by claimants in various industries, including data entry and analyzing financial statements, income patterns, revenues, and expenses.
- Determined claimant eligibility and compensation.

**Senior Treasury Operations Specialist, Republic Finance, Baton Rouge, LA, 2017—2022**

- Acted as a liaison between the company's internal parties and multiple financial institutions.
- Combated fraud using reports and bank positive pay services.
- Disbursed millions of checks on a monthly basis.

**Employment**

- Postlethwaite & Netterville, APAC (P&N), 2022—present
- Republic Finance, 2017—2022
- P&N, 2012—2016
- La Capital Federal Credit Union, 2011—2012



## Meets Position Requirements



Minimum of three years of direct experience in IT Systems Management as it relates to payment processing for a financial management operation of a similar size and scope of NCORR's CDBG-DR and CDBG-MIT grants.

## 15 Years of Experience

### AREAS OF EXPERTISE

- ▶ Project Management Tools
- ▶ Custom Application Development
- ▶ Project Planning and Execution
- ▶ Software Development Lifecycle Management

### EDUCATION

- ▶ B.S., Mathematics, Spring Hill College, Mobile, AL

### CERTIFICATIONS

- ▶ Project Management Professional (PMP), Project Management Institute
- ▶ Certified Scrum Master (CSM), Scrum Alliance
- ▶ Scrum Product Owner Certified (SPOC), ScrumStudy

- Reconciles purchase orders against resource timesheets and vendor invoices.
- Provides weekly status reports to the Program Manager and executives across the business, IT, and PMO.

### Technical Lead, Louisiana Department of Treasury, Louisiana Rescue Plan—P&N, Baton Rouge, LA, July–November 2021

- Leads the technical team of developers, including business analysts and database administrators, for the entire software development lifecycle.
- Uses Agile and Scrum best practices to deliver custom-built website, Power BI reports, and integrations with various state entities to facilitate the review and management of the fund administration.
- Leverages Jira to manage the project backlog and to allocate resources to the User Stories and Tasks.

## Bio Highlights

- A Manager in P&N's Consulting Services Group, focusing on project management, custom application development, and business intelligence (BI) reporting.
- Experienced in a variety of project management tools, including MS Project, Jira, Confluence, Planview, Basecamp, LeanKit, SmartSheet, Trello, Office 365, Teams, Visio, and SharePoint.
- Prior to working with P&N, worked as a contract IT Project Manager for a pipeline construction company, managing 20+ resources for enterprise software applications.

## Relevant Experience

### Project Lead, Tractor Supply Co., Adobe Campaign Marketing Platform Implementation—P&N, Baton Rouge, LA, November 2021–present

- Creates and manages a detailed project plan, including key milestones and dependencies.
- Facilitates daily and weekly stand-up meetings with both the project team and leadership.
- Responsible for maintaining a \$4 million project budget.



- Oversees all testing and change management prior to delivery to the customer.

### **Project Manager, Private National Pipeline Construction Company, Mobile Field-Ticketing Platform Project—Strike LLC, January–June 2021**

- Coordinated resources across IT, Operations, Accounting, and external vendors to ensure successful and on-time project delivery within the defined budget.
- Created and maintained a detailed project plan, including milestones, tasks, timeline, and budget from discovery through delivery and post-go-live support.
- Provided weekly status updates to executive management using PowerPoint presentations, including summarized schedules, risks, and financials.
- Worked as a contract staff augmentation IT Project Manager reporting directly to the CIO.
- Organized and managed a portfolio of projects and provided strategic guidance regarding funding, resources, and risk management.
- Hosted daily stand-up meetings with the Enterprise resource planning (ERP) business analysts and developers.

### **Staff Contributor, Public International Energy Company, ERP Implementation and Digital Transformation Project—Previous Employer**

- Responsible for process mapping, solution architecture, technical subject matter expertise, and integrations.
- Assisted in designing the telemetry system using Internet-of-Things (IoT) devices and satellite uplinks.
- Worked with developers and field operations to implement a mobile handheld platform and custom application using a low-code product.

## **Employment**

- Postlethwaite & Netterville, APAC (P&N), 2021–present
- Strike LLC, 2020–2021
- Conn’s HomePlus, 2020
- U.S. Well Services, 2020
- Tetra Technologies, Inc., 2014–2020
- Reynolds & Reynolds, 2003–2014



## Meets Position Requirements



Minimum of three years of direct experience in IT Systems Management as it relates to payment processing for a financial management operation of a similar size and scope of NCORR's CDBG-DR and CDBG-MIT grants.

## 8 Years of Experience

### AREAS OF EXPERTISE

- ▶ Software Quality Assurance/ Quality Control (QA/QC)
- ▶ Source to Target Mappings (STMs)
- ▶ User Acceptance Testing (UAT)
- ▶ Project Planning and Execution
- ▶ Software Development Lifecycle Management

### EDUCATION

- ▶ M.B.A., Business Administration, Louisiana State University, Baton Rouge, LA, 2014
- ▶ B.S., Mathematics, Spring Hill College, Mobile, AL, 2012

### CERTIFICATIONS

- ▶ Project Management Professional (PMP), Project Management Institute
- ▶ Certified Scrum Master (CSM), Scrum Alliance
- ▶ Scrum Product Owner Certified (SPOC), ScrumStudy

### AFFILIATIONS

- ▶ Member, American Institute of Certified Public Accountants
- ▶ Member, Louisiana Society of CPAs

## Bio Highlights

- A Manager and Certified Scrum Master in the P&N Consulting department who joined the firm in 2014.
- Brings more than six years of experience in project management oversight, software quality assurance, user acceptance testing, and financial and data analysis to a multitude of clients.
- Supervises the delivery, configuration, development, enhancement, and revisions of management systems.
- Experience in project management includes leading IT teams, supporting processes, and communicating with clients and third-party users.

## Relevant Experience

### IT Systems Manager, State of North Carolina, North Carolina Housing Finance Agency—P&N, Raleigh, NC, June 2021–present

- Coordinated with client leadership to prioritize the planning and design of a financial payment intake application.
- Developed day-to-day processing user guides and manuals to account for program intricacies and requirements.
- Ensured that all technical requirements and eventual features for go-live remained defined and prioritized before starting work.
- Created definitive reports and metrics for daily payment processing and intake into program banking solution and client's system of record.
- Coached newer team members on Agile Project Management principles and expectations.



### **Reporting and Analytics Lead, Louisiana Department of Treasury, Main Street Recovery Program (MSRP)—P&N, Baton Rouge, LA, July 2020—present**

- Served as Program subject matter expert for inbound and outbound data in the MSRP applicant portal.
- Communicated effectively with Program leadership team and internal staff to resolve questions on MSRP applicant data or to remove impediments in applicant file workflows.
- Managed a team of business analysts and technical software developers.
- Delivered both daily and weekly status reports to LA Department of Treasury for the entire Program timeline.
- Helped software developers gather requirements for a custom application validation tool comparing third-party source data to MSRP applicant data.
- Provided oversight of crucial allocation activities of approximately 35,000 applicant files for grant reviewers.
- Delivered and managed Program project management software via Atlassian Confluence and JIRA cloud software products.
- Delivered *ad hoc* reporting and dashboard services related to MSRP applicant data to Program-level functional areas in multiple standard formats, including Excel, comma-separated values (CSV), etc.

### **Business Analyst, Blue Cross Blue Shield (BCBS) of Louisiana, Data Excellence Enterprise Data Warehouse (EDW) Implementation—P&N, Baton Rouge, LA, 2018—2020**

- Coordinated resources across IT, Operations, Accounting, and external vendors to ensure successful and on-time project delivery within the defined budget.
- Created and maintained a detailed project plan, including milestones, tasks, timeline, and budget, from discovery through delivery and post-go-live support.
- Provided weekly status updates to executive management using PowerPoint presentations that included summarized schedules, risks, and financials.
- Worked as a contract staff augmentation IT Project Manager, reporting directly to the CIO.
- Organized and managed a portfolio of projects and provided strategic guidance regarding funding, resources, and risk management.
- Hosted daily stand-up meetings with the enterprise resource planning (ERP) business analysts and developers.

### **Business Analyst, University of Tennessee, Knoxville—P&N, Knoxville, TN, April 2017—February 2018**

- Audited financial aid dollars from one outward-facing system to another internal client system.
- Maintained test script executions and workflows within Atlassian JIRA software to align deliverables with appropriate deadlines.
- Developed and maintained QA and UAT test scripts to accurately depict software functionality approval or defects.
- Used technology to identify complex design and defect problems and helped to find efficient solutions.
- Provided timely feedback and status reports to project managers to keep the project on track.
- Participated in internal daily Scrum stand-up meetings to refine scope and requirements.
- Collaborated with internal team members to automate the results validations process.





**Quality Assurance Analyst, Entergy Corporation, Site Selection Center (SSC) Renovation Project—P&N, Baton Rouge, LA, March 2017–September 2017**

- Managed a healthy backlog of client features to deliver high-priority items at the forefront.
- Coordinated QA and UAT test scripts and logged test results using Atlassian JIRA software.
- Created and executed multiple test cases to ensure acceptable software functionality.
- Provided timely feedback and status reports to project managers to keep the project on track.
- Identified and escalated gaps in requirements to both software vendor and client.
- Reported QA and UAT defects in functionality and delegated them to appropriate Scrum team members.

**Quality Assurance/Financial Analyst, Deepwater Horizon Economic Claims Administrator Office, Deepwater Horizon Economic Claims Center (DHECC)—P&N, Gulf Coast, August 2014–September 2017**

- Performed thorough QA/QC reviews of eligible compensation packages; assessed both vendor and company compliance.
- Administered training in quality assurance standards to new onboarding personnel.
- Submitted initial analysis and review of eligible compensation packages, to include thorough review of financial worksheets.
- Performed data validation on business documents for accuracy and validity.
- Reconciled business and project processes against multiple standards.
- Assisted project leadership with project reorganization efforts.

## Employment

- Postlethwaite & Netterville, APAC (P&N), 2014–present





## Meets Position Requirements



Minimum of three years of direct experience in IT systems management.

### 4 Years of Experience

#### AREAS OF EXPERTISE

- ▶ IT Systems Management
- ▶ Software Development
- ▶ Custom Application Development
- ▶ Data Validation Tools
- ▶ Financial Payment Intake Application

#### EDUCATION

- ▶ B.S., Computer Science, Southeastern Louisiana University, Hammond, LA

#### EMPLOYMENT

- ▶ Postlethwaite & Netterville, APAC (P&N), 2018–present

### Bio Highlights

- A full stack software developer for the application development service line. Proficiencies include C#, .NET, JavaScript, and SQL.
- Served as Tech Lead on multiple projects requiring custom application development, leading an application from planning through to deployment.
- Custom development experience includes development of digital and physical payment distribution, custom data importing, grant assessment portals, and interfacing with government web services.

### Relevant Experience

#### IT Developer, North Carolina Office of Recovery and Resiliency (NCORR), Housing Opportunities and Prevention of Evictions (HOPE) Program—P&N, Raleigh, NC, June 2021–present

- Led development efforts on multiple application and reporting features, including a focused effort on a financial payment intake application.
- Helped to ensure that all features met go-live acceptance criteria.
- Provided solutions for client while consistently meeting deadlines.

#### Technical Lead, Louisiana Department of Education, Grant Distribution Audit—P&N, Baton Rouge, LA, 2021–present

- Ensures that new features meet acceptance criteria added to the business.
- Implements new features into the application in order to allow for an efficient and effective audit.
- Regularly meets with business stakeholders to discuss backlog features and dependencies.
- Assisted in creation of an original software solution that has received excellent marks from the client, leading to plans to design scaled solutions for future projects.



**Technical Lead, Louisiana Department of Treasury, Main Street Recovery Program—P&N, Baton Rouge, LA, July 2021–present**

- Developed daily and weekly status deliverables highlighting program-level metrics such as application volume and dollar amounts, as well as functional area metrics such as grant review eligibility percentages and distribution of the entire applicant pool.
- Worked with project stakeholders to create solutions eliminating bottlenecks in the application process.
- Was integral in creating data validation tools integrating multiple systems to expedite reviews.
- Created the internal data warehouse between third-party vendor source connections and P&N, ensuring that data integrity was maintained and anomalies were explained.



## Meets Position Requirements



Minimum of three years direct experience in IT Systems Management

### 3 Years of Experience

#### AREAS OF EXPERTISE

- ▶ Office 365
- ▶ Python
- ▶ Project Management
- ▶ Communications

#### EDUCATION

- ▶ Bachelor of Science, Cyber Engineering, Louisiana Tech University, 2021

#### CERTIFICATIONS

- ▶ CompTIA Network+ Certified

### Bio Highlights

- Served three years as a member of the HGA Helpdesk where the goal is to generate effective and efficient solutions to any issue that is reported.
- Has knowledge of Office 365 Management systems including Teams Admin Tool, Exchange Admin Tool, and Azure Active Directory.
- Has lead projects for major company security and software changes including migrating from Skype for Business to Teams and rolling out a companywide MFA Activation for Microsoft Office.
- Has two years of knowledge of a Microsoft Active Directory Domain systems and management

### Relevant Experience

#### **Project Controls Specialist, East Baton Rouge Parish Emergency Rental Assistance Program—HGA, Ruston, LA, 2021-Present**

- Assists with reporting and systems related to the ERA program.

#### **IT Systems Administrator, HGA, Ruston, LA, May 2019 – present**

- Maintaining company systems to make sure all employees can work without issue.
- Upgrading and Maintaining HGA's Networking Equipment.
- Assist in Security Assessment projects..
- Installs patches and applications on HGA servers.
- Develops, maintains, and configures various HGA systems and applications for HGA's business units.



## Meets Position Requirements



Minimum of three years of direct experience in IT systems management.

### 3 Years of Experience

#### AREAS OF EXPERTISE

- ▶ IT Systems Management
- ▶ C#
- ▶ ASP.NET
- ▶ HTML/CSS
- ▶ SQL

#### EDUCATION

- ▶ B.S., Computer Science, Southeastern Louisiana University, Hammond, LA, 2018

#### EMPLOYMENT

- ▶ Postlethwaite & Netterville, APAC (P&N), June 2018–present

## Bio Highlights

- Develops custom business applications in MVC and WebForms for both internal and external clients.
- Provided valuable input in the processes of designing the visual elements of these applications and demonstrated his ability to produce functional and visually stunning results.
- Proficient in using C#, ASP.NET, HTML/CSS, and SQL.

## Relevant Experience

### P&N Settlement Funds Team, Claim Form Application Development—P&N, Baton Rouge, LA, January 2019–present

- Developed and implemented claims management systems for the Settlement Funds team at Postlethwaite & Netterville
- Customizes solutions for each client's needs, including integration of multiple data sources from both inbound and outbound perspectives.
- Develops innovative solutions to process claims in a more efficient and effective manner.

### Technical Lead, Multiple Clients, Sage Intacct API Integrations—P&N, Baton Rouge, LA, January 2019–present

- Developed multiple tools to interact with the Sage Intacct application programming interface (API) for clients in multiple industries and disciplines.



## Meets Position Requirements



Minimum of three years of direct experience in IT systems management.

## 14 Years of Experience

### AREAS OF EXPERTISE

- ▶ IT Systems Management
- ▶ Active Directory
- ▶ Juniper
- ▶ Asterisk Server
- ▶ Vicidial Dialer
- ▶ Windows
- ▶ Computer and hardware troubleshooting
- ▶ Network troubleshooting
- ▶ Gateway
- ▶ Router

### EDUCATION

- ▶ B.S., Information Technology, Intercity College of Science and Technology, 2007
- ▶ 160 hours, Micro Computer Hardware Servicing, April-May 2007
- ▶ CTEC 112-114, Bossier Parish Community College, August-December 2020

### IT Staff/Senior IT Staff, 611 Global Teleservices, 2008-2014

- Monitors the Internet activity includes latency monitoring, modem status, public IP management and gateway configurations;
- Oversees the computer networks to ensure that it functions smoothly;

## Bio Highlights

- 14 years of providing customer service IT support.
- Trains other IT staff on processes.

## Relevant Experience

### IT Support Specialist—HGA, Ruston, LA, February 2021—present

- Resolving various computer software/hardware issues experience by employees.
- Training interns..
- Process onboarding for new hired employees
- Create virtual machine.
- Updates servers.

### Customer Support, IPVanish, March 2015-August 2019

- Trouble shoot connectivity issues.
- Customer support.

### IT Staff/ Senior IT Staff, Global Alchemy Solutions, August 2014 – April 2015

- Manages 100 units/workstations. Included few servers and printers
- Same jobs and responsibilities on my previous work at 611 Global Teleservices



- Ensures that all files, programs, and other information is stored in a central storage;
- Manages and monitors system resources including servers CPU usage and servers disk usage;
- Responsible for all systems administration including network maintenance;
- Manages and controls all the users profile that is connected in the network;
- Responsible for customizing the network to meet the necessary hardware and software needed by the staff;
- Monitors the performance of the network and troubleshoots any problems to prevent network crashes;
- Configures and manages changes in the asterisk Server and Network Firewall;
- Responsible for all systems administration including network maintenance;
- Maintains computing environment by identifying network requirements; installing upgrades; monitoring network performance.
- Maintains network performance by performing network monitoring and analysis, and performance tuning; troubleshooting network problems;
- Installs and maintains operating systems and third party applications.
- Interacts with end user to determine software and hardware needs in an effort to provide support in a time manner;
- Oversees set up of user accounts on company servers and runs necessary system backups to ensure that company systems are secure and updated.

## Employment

- HGA, 2021-Present
- IPVanish, 2015-2019
- Global Alchemy Solutions, 2014-2015
- 611 Global Teleservices and Solution, 2008-2014



## Meets Position Requirements



Minimum of three years of direct experience in check delivery, logistics, and requisition for a financial management operation of a similar size and scope of NCORR's CDBG-DR and CDBG-MIT grants.

## 13 Years of Experience

### AREAS OF EXPERTISE

- ▶ Account Management
- ▶ Business Development
- ▶ Custom Developments
- ▶ IT Audit

### EDUCATION

- ▶ B.S., Information Systems and Decision Sciences, Louisiana State University, Baton Rouge, LA, 2000

### EMPLOYMENT

- ▶ Franklin, June 2009–present
- ▶ Reliant Energy, December 2002–June 2009

## Bio Highlights

- More than 13 years of experience, ranging from Manager of Web-to-Market division to his current position as Director of Sales and Marketing.
- Supervises and manages a team for the printing and mailing, inventory, maintenance, and support of distributing physical checks on a large-scale basis.
- Worked as a Business Analyst and Business Integration Manager at Reliant Energy in Houston, TX.

## Relevant Experience

### Director of Sales and Marketing, Franklin, Baton Rouge, LA, June 2009–present

- Manages sales/business development and marketing functions.
- Manages Franklin's Custom Development team.
- As Account Executive responsible for the success of the P&N account, supervises and manages a team for the printing and mailing, inventory, maintenance, and support of distributing physical checks on a large-scale basis.
- Prior to current role, worked in various departments, including IT, accounting, and data management.

### Business Analyst/Business Integration Manager, Reliant Energy, Houston, TX

- Analyzed and evaluated current business processes and identified areas of improvement.
- Defined and implemented successful business strategies.

### IT Auditor, Arthur Anderson, Houston, TX

- Analyzed technological infrastructure to ensure processes and systems ran accurately and efficiently.



## Meets Position Requirements



Minimum of three years of direct experience in check delivery, logistics, and requisition for a financial management operation of a similar size and scope of NCORR's CDBG-DR and CDBG-MIT grants.

## 16 Years of Experience

### AREAS OF EXPERTISE

- ▶ Data Management
- ▶ Print/Mail Management
- ▶ Data Programming

### EMPLOYMENT

- ▶ Franklin, 2010–present
- ▶ Heeter, 2006–2009

## Bio Highlights

- Has more than 12 years of experience with Franklin, including time spent as a Data Programmer and Automation Developer.
- Prior to joining Franklin, worked as an Automation Developer with Heeter for over three years.
- Has a total of 16 years of data management, print, and mail experience.
- Supervises and manages a team for the printing and mailing, inventory, maintenance, and support of distributing physical checks on a large-scale basis.

## Relevant Experience

### Data Programmer, Franklin, Baton Rouge, LA, 2015–present

- Developed and maintained database programs for more than 6 years.

### Automation Developer, Franklin, Baton Rouge, LA, 2010–2015

- Designed and built automated testing cases, scripts, and test scenarios.

### Automation Developer, Heeter, Canonsburg, PA, 2006–2009

- Designed and composed test automation scripts using test automation frameworks.





## Meets Position Requirements



Minimum of three years of check delivery, logistics, and requisition experience.

## 25 Years of Experience

### AREAS OF EXPERTISE

- ▶ Account Management
- ▶ Project Management
- ▶ Print Services

### EMPLOYMENT

- ▶ Franklin, 2006–present
- ▶ Champion Industries, 1995–2006

## Bio Highlights

- More than 15 years of experience as a Project Manager.
- Prior to joining Franklin, worked with Champion Industries in Huntington, WV, for more than 10 years.
- Experience with printing and mailing, inventory, maintenance, and support of distributing physical checks on a large-scale basis.

## Relevant Experience

### Senior Project Manager, Franklin, Baton Rouge, LA

- Serves as primary point of contact for day-to-day operations of P&N projects.
- Oversees planning and implementation of projects, including sourcing supplies and planning project release.
- Promoted to Senior Project Manager in 2021.



## Meets Position Requirements



Minimum of three years of direct experience in check delivery, logistics, and requisition for financial management operation.

## 19 Years of Experience

### AREAS OF EXPERTISE

- ▶ Drop Ship Logistics
- ▶ Print/Mail Management
- ▶ Mailroom Processing

### EMPLOYMENT

- ▶ Franklin, 2003–present

## Bio Highlights

- Has 19 years of experience with Franklin, including time spent as a delivery driver and shipping clerk.
- Experience with printing and mailing, inventory, maintenance, and support of distributing physical checks on a large-scale basis.

## Relevant Experience

### Logistics and Mailroom Coordinator, Franklin, Baton Rouge, LA

- Coordinates Drop Ship Logistics.
- Processes all incoming and outgoing mail services.
- Establishes and implements policies, procedures and standards for ensuring timely processing and delivery of a variety of mail and packages.



## Meets Position Requirements



Minimum of three years of check delivery, logistics, and requisition experience.

## 18 Years of Experience

### AREAS OF EXPERTISE

- ▶ Mailroom Operations
- ▶ Bindery Operations
- ▶ Employee Oversight

### EMPLOYMENT

- ▶ Franklin, 2004–present

## Bio Highlights

- More than 18 years of experience with Franklin, ranging from Inkjet/Inserter Operator to current position as Lettershop Manager.
- Experience with printing and mailing, inventory, maintenance, and support of distributing physical checks on a large-scale basis.

## Relevant Experience

### Lettershop Manager, Franklin, Baton Rouge, LA, 2020–present

- Responsible for accurate and timely production of mail pieces and other personalized items.
- Promoted to Lettershop Manager in 2020.
- Promoted to Bindery and Mailroom Supervisor in 2014.



## Meets Position Requirements



Minimum of three years of direct experience in check delivery, logistics, and requisition for financial management operation.

## 21 Years of Experience

### AREAS OF EXPERTISE

- ▶ Print/Mail Management
- ▶ Bindery Equipment
- ▶ Finishing Equipment

## Bio Highlights

- Has eight years of experience with Franklin in his current role as Lettershop Operator.
- Prior to joining Franklin, worked with bindery and finishing equipment for 13 years.
- Experience with printing and mailing, inventory, maintenance, and support of distributing physical checks on a large-scale basis.

## Relevant Experience

### Lettershop Operator, Franklin, Baton Rouge, LA, 2014–present

- Set up and maintain all Lettershop equipment.
- Operate Lettershop equipment to produce output to client specifications.

### Bindery/Finishing Equipment Operator, 2011–2014

- Operated machinery to fold, cut, glue, trim and finish final printed products according to customer specifications.



### Meets Position Requirements



- Minimum of three years of CDBG-DR project management experience.
- Prior experience in CDBG-DR housing programs.

### 9 Years of Experience

#### AREAS OF EXPERTISE

- ▶ HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- ▶ Program Management
- ▶ Project Management
- ▶ Grant Administration
- ▶ Accounting and Financial Analysis
- ▶ Process Development
- ▶ Training and Facilitation
- ▶ Quality Assurance/Quality Control (QA/QC) Management

#### EDUCATION

- ▶ B.S., Industrial/Organizational Psychology, Louisiana State University, Baton Rouge, LA, 2011
- ▶ Coursework, Accounting and Business Management, Louisiana State University, Baton Rouge, LA, 2013

#### CERTIFICATIONS

- ▶ Project Management Professional (PMP), August 2017–present

### Bio Highlights

- Currently serving as Applicant Engagement Manager, Training Manager, Special Project Management, and Project Management Office (PMO) support, supporting NCORR in program execution.
- Expertise in managing and supporting large-scale grant programs.
- Skilled in promoting high production results from teams while maintaining high levels of quality.
- Resides in the Raleigh-Durham area and available on site as needed.

### Relevant Experience

#### Training Manager, North Carolina Office of Recovery and Resiliency (NCORR), Special Projects Manager, Applicant Engagement Manager, and PMO Support, ReBuild NC—Emergent Method, Raleigh, NC, February 2020–present

- Serves as process improvement subject matter expert and assists with process flow development, strategic planning, production and quality support, and standard operating procedure (SOP) development.
- Interfaces with grantee and vendor clients to serve as the primary point of contact for general program needs.
- Manages contractor PMO team, coordinates deliverables and deadlines with State and vendor clients, and provides updates in recurring leadership meetings.
- Interfaces regularly with current ReBuild NC Program Director to oversee and execute agile process and policy solutions to enhance the performance of the program and maintain audit readiness.
- Oversees operations of staff executing SOP development, outreach management, production management, and QC management in alignment with vendor, grantee, and HUD expectations.



### **Manager, Postlethwaite & Netterville, APAC (P&N), Baton Rouge, LA, June 2013–December 2019**

- Responsible for serving as a direct report for team members while simultaneously managing and operating the Quality Assurance team, which included a number of employees across three office locations.
- Served as a subject matter expert on financial analysis and accounting framework to help team members meet the rigorous production expectations of policy guidelines while maintaining a high level of quality in the work product.

### **Training and Policy Manager, PMO, Louisiana Office of Community Development, Restore Louisiana Homeowner Assistance Program—P&N, Baton Rouge, LA, August 2018–December 2019**

- Provided accounting, financial analysis, internal controls oversight, project management, and other services and assistance related to the administration of a CDBG-DR-funded program.
- Served as Project Manager responsible for delivering new hire training to all onboarding staff; delivering weekly training to all project employees to cover project updates to policy and procedures; and supporting continuous development of specialized training at the request of program leadership to promote program compliance with HUD regulations.
- Promoted within the Project Manager role by the client to join the PMO. This role required direct interfacing with the client to develop and implement policy and procedures for the Restore Louisiana Homeowner Assistance Program and preparing them for audits and HUD monitoring.

### **Project Manager, Deepwater Horizon Claims Administrator, Deepwater Horizon Economic and Property Damages Settlement—P&N, Baton Rouge, LA, June 2013–August 2018**

- Led the accounting review function for economic loss and seafood harvester claims within the Deepwater Horizon Economic and Property Damages Settlement, the largest class-action settlement in U.S. history, with more than 150,000 claims. The project had a robust project management methodology and open lines of communication.
- Participated in determining over \$1 billion in eligible claims within the first six months of the settlement program.
- Served as a project manager, QA/QC manager, and subject matter expert on financial analysis and accounting framework to help team members meet rigorous production expectations while maintaining a high level of quality in the work product.

## **Employment**

- Emergent Method, LLC, 2020–present)
- Postlethwaite & Netterville, APAC (2013–2019)



**Meets Position Requirements**

- ✓ A minimum of three years of CDBG-DR project management experience or equivalent.
- ✓ Prior experience in CDBG-DR housing programs.

*26 Years of Experience*

**AREAS OF EXPERTISE**

- ▶ Disaster Recovery
- ▶ Program Management
- ▶ HUD Community Development Block Grants for Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT)
- ▶ FEMA Hazard Mitigation Grant Program (HMGP)
- ▶ Environmental Protection Agency (EPA) and Treasury Recovery Programs
- ▶ Policy Compliance
- ▶ Funding Maximization
- ▶ Economic Development
- ▶ Housing Programs
- ▶ Infrastructure
- ▶ Planning
- ▶ Training
- ▶ Community Engagement

**EDUCATION**

- ▶ Senior Executives in State & Local Government, Kennedy School of Government, Harvard University, 2008
- ▶ Graduate Coursework in Natural Resource Economics & Policy, University of Maine, Orono, ME, 1994

**Bio Highlights**

- Has assisted with Action Plan development in four states.
- Created and ran the largest non-federal share local match program in the history of the CDBG-DR program by using HUD funds to match FEMA PA and HMGP and EPA storm mitigation loan projects.
- Secured billions of dollars for recovery through the Federal Emergency Management Agency (FEMA) and U.S. Department of Housing and Urban Development (HUD).
- Experience creating and managing high-profile public programs and leading major disaster recovery efforts, to include those for Hurricanes Katrina, Rita, Gustav, Ike, Sandy, Matthew, Irma, and María and the Deepwater Horizon BP Oil Spill.
- Provided strategic guidance to the executive staff of PRDOH and the Central Office for Recovery, Reconstruction, and Resiliency (COR3) on ways to maximize CDBG-DR and FEMA funds and meet the Commonwealth’s recovery objectives.
- Invited to give presentations and trainings by FEMA, HUD, multi-agency federal task forces, non-profit organizations, and universities. Topics focused on innovative ways to maximize funding streams through the creation of match programs while developing programs that make communities more resilient through strong community engagement and inclusion.

**Relevant Experience**

**Subject Matter Expert, North Carolina Office of Recovery and Resiliency (NCORR), HOPE Program Support—HGA, Baton Rouge, LA, November 2020—present**

- Providing technical assistance support to the North Carolina Housing Opportunities and Prevention of Evictions (HOPE) Program, which provides critical funding to low-to-moderate-income households in the forms of emergency rental and utility assistance to prevent homelessness and improve housing stability during the COVID-19 pandemic.





- ▶ B.A., Government and International Relations, University of South Carolina, Columbia, SC, 1990
  - Provided subject matter expertise to help NCORR to determine awards.
  - Led development of process for distributing funds to applicants, landlords, and participating utility providers.
  - Working to help HGA reach its goal of ensuring that payments reach applicants within seven to ten days of eligibility determination.
  - Provided expert guidance for expansion of HGA staff roles to replace community partners previously providing support for the program.

#### **CDBG-DR Subject Matter Expert, Puerto Rico Department of Housing (PRDOH), Hurricanes Irma and Maria Recovery Programs—HGA, San Juan, PR, April–December 2019**

- Provided strategic guidance to the executive staff of PRDOH and the Central Office for Recovery, Reconstruction, and Resiliency (COR3) on ways to maximize CDBG-DR and FEMA funds and meet the Commonwealth’s recovery objectives.
- Drafted and developed the policy and procedure manuals for five CDBG-DR infrastructure programs.
- Oversaw a team that created a document library with more than 100 distinct HUD-compliant, 2 CFR 200–compliant forms, checklists, and documents for recovery programs to use.
- Drafted language for the Substantial Action Plan Amendment to ensure that program implementation would be HUD-compliant. Also provided draft language for legal documents needed by local governments and Commonwealth agencies so that subrecipient agreements and memoranda of understanding would provide flexibility while complying with 2 CFR 200.

#### **CDBG-DR Practice Lead, State of North Carolina, Hurricane Matthew Recovery Programs—Hagerty Consulting, Raleigh, NC, 2017–2018**

- Provided subject matter expertise to help the State of North Carolina implement a \$236 million disaster recovery program using HUD CDBG-DR funds, focused on restoration and repair of public and private housing impacted by Hurricane Matthew.
- Provided strategic guidance to the State on how to design and implement its suite of housing and infrastructure programs to remain CDBG-DR-compliant.
- Provided technical assistance to State and county staff and contractors on how to implement housing and infrastructure programs. Trained call center staff to help homeowners apply for housing programs.
- Provided strategies to the State on how to maximize funds to implement a FEMA 428 program for severely impacted Public Housing Authorities and on how to use CDBG-DR home buyouts as match for FEMA’s HMGP.

#### **Managing Director, Infrastructure and Local Government Programs, New York Governor’s Office of Storm Recovery (NY GOSR), Albany, NY, 2013–2017**

- Created, developed, and managed recovery programs using \$1.3 billion of HUD CDBG-DR funds provided to the state to address recovery needs from five disasters: Hurricane Sandy, Hurricane Irene, Tropical Storm Lee, the 2013 Floods, and Winter Storm Nemo.
- Created, developed, and directed a team that ran the largest non-federal share “local match” program in CDBG-DR history, coordinating the use of HUD CDBG-DR funds as match for projects in FEMA’s PA, HMGP, and IA programs and the EPA’s Storm Mitigation Loan Program (SMLP). This funding aided more than 1,500 units of government, schools, public utilities, energy providers, roads, housing authorities, and first responder facilities.





- Worked with multiple stakeholders to use CDBG-DR and other federal funds to help the recovery process, including the \$830 million repair of Bay Park Sewage Treatment Plant using FEMA 428 Public Assistance Alternative Procedures (PAAP) funds.
- Engaged with HUD's Office of Community Planning and Development (CPD) staff on program design, policy, and HUD compliance issues for infrastructure and local government programs.
- Managed and directed a team that used NOAA disaster recovery funds to assist the recreational and commercial fishing sectors impacted by Hurricane Sandy. Ensured that the program did not result in a duplication of benefit with other NOAA, HUD CDBG-DR, or Small Business Administration (SBA) program funds.
- Drafted and helped to develop HUD action plans and quarterly progress reports (QPRs) and set up activities in HUD's DRGR system.
- Invited by HUD to provide training to other CDBG-DR grantees in New Orleans and Chicago on how to coordinate HUD and FEMA funding to address recovery needs.

#### **Assistant Director for Recovery Programs, Sandy Recovery, New Jersey Department of Community Affairs, Trenton, NJ, 2013**

- Established programs so that New Jersey could access HUD CDBG-DR funds to address infrastructure, local government, and small business recovery needs following Hurricane Sandy using roughly \$600 million of CDBG-DR allocation.
- Conducted site visits of disaster housing program intake centers to assess, streamline, and improve customer service.
- At the direction of the Secretary, led the effort to relocate the CDBG-DR housing program call center from Florida to New Jersey to improve customer service experience for impacted homeowners, identifying and using a veteran-owned business.
- Helped to draft HUD action plans and QPRs and set up DRGR system activities.
- Communicated and engaged frequently with HUD CPD staff and NJ Governor's Office of Recovery and Rebuilding (GORR) on program design, policy, and HUD compliance issues for newly created disaster recovery programs.
- Developed policy and procedures and operating manuals necessary for recovery programs to become operational.
- Directed teams of consultants and state staff working on long-term planning needs and focused on economic and community development, transportation-based microgrids, county and local government initiatives, and non-federal share programs.
- Assisted finance team with review of housing program vouchers to speed payments to impacted homeowners.

#### **Policy Director, Louisiana Recovery Agency/Office of Community Development, 2006–2011**

- Served in multiple roles of increasing responsibility, through Policy Director. Secured funding, established principles, and created recovery programs to rebuild Louisiana following Hurricanes Katrina, Rita, Gustav, and Ike.
- Identified and helped to remove a bottleneck in the FEMA PA program slowing the rebuilding of projects following Katrina. Over \$650 million of FEMA PA projects valued at \$1 million or more were stuck in FEMA review queues despite statutory deadlines to review or obligate funds. Led a campaign working with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Congressional delegation, and LRA board to remove the bottleneck. Developed tracking mechanism to prevent recurrence.



- Developed recovery programs, allocations, and justifications for over \$2 billion in CDBG -DR funding to help local governments implement community-driven recovery programs and to address recovery needs of key industries.
- Developed recovery program, allocation, and justifications that provided \$247 million in FEMA funds augmented by CDBG-DR funds to repair impacted public school districts.

#### **Director of Planning and Research/Senior Consultant, South Carolina Department of Health & Human Services, Columbia, SC, 2003–2006**

- Created and directed a new financial research unit that forecast the state’s \$4.3 billion Medicaid budget.
- Helped to develop and implement strategies that modernized the agency’s health information technology systems.
- Led efforts to implement a non-emergency transportation network.

#### **Economist/Finance Analyst, North Carolina Department of Revenue, Raleigh, NC, 1998–2001**

- Conducted economic research and prepared financial estimates, forecasts, and projections of revenue streams using quantitative and qualitative techniques.
- Drafted a report analyzing the effectiveness of the state’s regionally tiered economic development tax credit program and provided recommendations for small businesses that were incorporated into the program.

### **EMPLOYMENT HISTORY**

- HGA, December 2018–present
- Hagerty Consulting, September 2017–December 2018
- New York Governor’s Office of Storm Recovery (GOSR), October 2013–September 2017
- New Jersey Department of Community Affairs, July 2013–October 2013
- Ocean Conservancy, January 2011–December 2012
- Louisiana Recovery Authority (LRA), Office of Community Development Disaster Recovery Unit (OCD-DRU), 2006–January 2011
- South Carolina Department of Health and Human Services, 2003–2006
- Medical University of South Carolina, 2002–2003
- North Carolina Department of Revenue, 1998–2001
- Louisiana Department of Health and Hospitals, 1996–1997
- Louisiana Cooperative Extension Service, 1994–1996

## 6. ATTACHMENT A: PRICING

The HGA Team has the financial stability needed to provide the requested services. These include a Line of Credit with Origin Bank, minimal debt obligations, and subcontractor resources. Because HGA holds other contracts outside of disaster recovery services, we have the financial ability to perform the proposed contract while awaiting payment from the State of North Carolina.

HGA has submitted Attachment A: Pricing as a separate file via the eProcurement website. For completeness, the HGA Team has also provided the completed Attachment A, Pricing, on the following pages.

**COST COMPONENTS OF INITIAL TERM – YEAR ONE**

| Task/Title                                       | Hourly Billing Rate | Est. Maximum Hours/Est. Quantity | Subtotal     | Task Total            |                      |
|--|---------------------|----------------------------------|--------------|-----------------------|----------------------|
| <b>Task 1:</b>                                   |                     |                                  |              |                       |                      |
| DRGR Support Staff (1)                           | \$125.00            | 2000                             | \$250,000.00 |                       |                      |
| DRGR Support Staff (2)                           | \$145.00            | 2000                             | \$290,000.00 | <b>\$540,000.00</b>   | <b>Task 1 Total</b>  |
| <b>Task 2:</b>                                   |                     |                                  |              |                       |                      |
| Relocation Specialist (1)                        | \$109.00            | 2000                             | \$218,000.00 | <b>\$218,000.00</b>   | <b>Task 2 Total</b>  |
| <b>Task 3:</b>                                   |                     |                                  |              |                       |                      |
| Buyout Subject Matter Expert (1)                 | \$157.00            | 2000                             | \$314,000.00 | <b>\$314,000.00</b>   | <b>Task 3 Total</b>  |
| <b>Task 4:</b>                                   |                     |                                  |              |                       |                      |
| Quality Assurance/Quality Control Specialist (1) | \$156.00            | 2000                             | \$312,000.00 |                       |                      |
| Quality Assurance/Quality Control Specialist (2) | \$127.00            | 2000                             | \$254,000.00 |                       |                      |
| Quality Assurance/Quality Control Specialist (3) | \$127.00            | 2000                             | \$254,000.00 |                       |                      |
| Quality Assurance/Quality Control Specialist (4) | \$115.00            | 2000                             | \$230,000.00 |                       |                      |
| Quality Assurance/Quality Control Specialist (5) | \$109.00            | 2000                             | \$218,000.00 |                       |                      |
| Quality Assurance/Quality Control Specialist (6) | \$96.00             | 2000                             | \$192,000.00 | <b>\$1,460,000.00</b> | <b>Task 4 Total</b>  |
| <b>Task 5</b>                                    |                     |                                  |              |                       |                      |
| 5.a Finance and Compliance SME (1)               | \$165.00            | 2000                             | \$330,000.00 |                       |                      |
| 5.b Housing Programs SME (1)                     | \$145.00            | 2000                             | \$290,000.00 |                       |                      |
| 5.b Housing Programs SME (2)                     | \$145.00            | 2000                             | \$290,000.00 |                       |                      |
| 5.c Planning SME (1)                             | \$145.00            | 2000                             | \$290,000.00 |                       |                      |
| 5.c Planning SME (2)                             | \$145.00            | 2000                             | \$290,000.00 |                       |                      |
| 5.d Construction SME (1)                         | \$145.00            | 2000                             | \$290,000.00 |                       |                      |
| 5.e Affordable Housing SME (1)                   | \$145.00            | 2000                             | \$290,000.00 |                       |                      |
| 5.f Code Enforcement SME (1)                     | \$145.00            | 2000                             | \$290,000.00 |                       |                      |
| 5.g Communication Services SME (1)               | \$145.00            | 2000                             | \$290,000.00 |                       |                      |
| 5.h Closeout SME (1)                             | \$145.00            | 2000                             | \$290,000.00 | <b>\$2,940,000.00</b> | <b>Task 5 Total</b>  |
| <b>Task 6</b>                                    |                     |                                  |              |                       |                      |
| CDBG-DR Environmental Review Specialist (1)      | \$157.00            | 2000                             | \$314,000.00 |                       |                      |
| CDBG-DR Environmental Review Specialist (2)      | \$134.00            | 2000                             | \$268,000.00 |                       |                      |
| CDBG-DR Environmental Review Specialist (3)      | \$134.00            | 2000                             | \$268,000.00 | <b>\$850,000.00</b>   | <b>Task 6 Total</b>  |
| <b>Task 7</b>                                    |                     |                                  |              |                       |                      |
| CDBG-DR Infrastructure Specialist (1)            | \$157.00            | 2000                             | \$314,000.00 | <b>\$314,000.00</b>   | <b>Task 7 Total</b>  |
| <b>Task 8</b>                                    |                     |                                  |              |                       |                      |
| Reporting Specialist (1)                         | \$155.00            | 2000                             | \$310,000.00 | <b>\$310,000.00</b>   | <b>Task 8 Total</b>  |
| <b>Task 9</b>                                    |                     |                                  |              |                       |                      |
| Housing Recovery Program Specialist (1)          | \$162.00            | 2000                             | \$324,000.00 |                       |                      |
| Housing Recovery Program Specialist (2)          | \$162.00            | 2000                             | \$324,000.00 | <b>\$648,000.00</b>   | <b>Task 9 Total</b>  |
| <b>Task 10</b>                                   |                     |                                  |              |                       |                      |
| 10.a Inspection Lead (1)                         | \$145.00            | 2000                             | \$290,000.00 |                       |                      |
| 10.b Inspection Specialist (1)*                  | \$130.00            | 2000                             | \$260,000.00 |                       |                      |
| 10.b Inspection Specialist (2)*                  | \$130.00            | 2000                             | \$260,000.00 |                       |                      |
| 10.b Inspection Specialist (3)*                  | \$130.00            | 2000                             | \$260,000.00 |                       |                      |
| 10.b Inspection Specialist (4)                   | \$110.00            | 2000                             | \$220,000.00 |                       |                      |
| 10.b Inspection Specialist (5)                   | \$110.00            | 2000                             | \$220,000.00 |                       |                      |
| 10.b Inspection Specialist (6)                   | \$110.00            | 2000                             | \$220,000.00 |                       |                      |
| 10.b Inspection Specialist (7)                   | \$110.00            | 2000                             | \$220,000.00 |                       |                      |
| 10.b Inspection Specialist (8)                   | \$110.00            | 2000                             | \$220,000.00 |                       |                      |
| 10.b Inspection Specialist (9)                   | \$110.00            | 2000                             | \$220,000.00 |                       |                      |
| 10.b Inspection Specialist (10)                  | \$110.00            | 2000                             | \$220,000.00 | <b>\$2,610,000.00</b> | <b>Task 10 Total</b> |

| <b>Task 11</b>                                   |            |      |                        |                             |
|--|------------|------|------------------------|-----------------------------|
| 11.a Accounting Manager (1)                      | \$183.00   | 2000 | \$366,000.00           |                             |
| 11.b Accounting Supervisor (1)                   | \$163.00   | 2000 | \$326,000.00           |                             |
| 11.b Accounting Supervisor (2)                   | \$163.00   | 2000 | \$326,000.00           |                             |
| 11.b Accounting Supervisor (3)                   | \$163.00   | 2000 | \$326,000.00           |                             |
| 11.c IT Systems Manager (1)                      | \$172.00   | 2000 | \$344,000.00           |                             |
| 11.d IT Technician (1)                           | \$121.00   | 2000 | \$242,000.00           |                             |
| 11.d IT Technician (2)                           | \$121.00   | 2000 | \$242,000.00           |                             |
| 11.e Mail Processing Supervisor (1)              | \$129.00   | 2000 | \$258,000.00           |                             |
| 11.f Mail Processing Technician (1)              | \$78.00    | 2000 | \$156,000.00           |                             |
| 11.f Mail Processing Technician (2)              | \$78.00    | 2000 | \$156,000.00           |                             |
|  |            |      | <b>\$2,742,000.00</b>  | <b>Task 11 Total</b>        |
| <b>Task 12</b>                                   |            |      |                        |                             |
| 12.a As-Needed Project Managers                  | \$174.00   | 4000 | \$696,000.00           |                             |
| 12.b As-Needed Property Appraisals               | \$1,000.00 | 1000 | \$1,000,000.00         |                             |
| 12.c As-Needed Boundary Surveys                  | \$1,000.00 | 1000 | \$1,000,000.00         |                             |
| 12.d As-Needed Title Services                    | \$725.00   | 1000 | \$725,000.00           |                             |
| 12.e As-Needed Short Sale and Closing Services** | \$1,200.00 | 1000 | \$1,200,000.00         |                             |
| 12.f As-Needed Eligibility and Benefit Services  | \$600.00   | 1000 | \$600,000.00           |                             |
|  |            |      | <b>\$5,221,000.00</b>  | <b>Task 12 Total</b>        |
|  |            |      | <b>\$18,167,000.00</b> | <b>Initial Term<br/>NTE</b> |

\*Hourly Billing Rate is for inspectors who will perform materials testing inspection such as asbestos, lead risk assessment, etc. The Hourly Billing Rate does not include samples or testing cost, which will be a direct pass-through expense with no-markup.

\*\*Short Sale Negotiations shall be limited to: (i) obtaining borrower's authorization/limited POA to communicate on his/her behalf with the mortgagee, (ii) preparation of one short sale request package for lender consideration, inclusive of one grant/Buyout award confirmation/Purchase Agreement, summary of CDBG buyout award and process, preparation of one draft settlement statement for lender review and approval, (iii) if necessary, one revision to draft settlement statement after lender comment, (iv) obtain one pay-off/release statement for use by firm conducting the closing, and (v) post-close confirmation of transmission of pay-off/release amount.

Closing Services shall be limited to document preparation, recordation of conveyance and/or easement instrument(s), and scheduling and conducting the closing(signing event). Other services and cost are not included in this unit price, including wire fees, escrow services, fees and costs related to the cancellation of Seller/Applicant liens, recordation costs and fees for recordation of documents other than those expressly included above, and title insurance premiums, if applicable.

**COST COMPONENTS OF EACH OPTIONAL 6 MONTH EXTENSION**

| Task/Title                                       | Hourly Billing Rate | Est. Maximum Hours/Est. Quantity | Subtotal     | Task Total     |               |
|--|---------------------|----------------------------------|--------------|----------------|---------------|
| <b>Task 1:</b>                                   |                     |                                  |              |                |               |
| DRGR Support Staff (1)                           | \$125.00            | 1000                             | \$125,000.00 |                |               |
| DRGR Support Staff (2)                           | \$145.00            | 1000                             | \$145,000.00 | \$270,000.00   | Task 1 Total  |
| <b>Task 2:</b>                                   |                     |                                  |              |                |               |
| Relocation Specialist (1)                        | \$109.00            | 1000                             | \$109,000.00 | \$109,000.00   | Task 2 Total  |
| <b>Task 3:</b>                                   |                     |                                  |              |                |               |
| Buyout Subject Matter Expert (1)                 | \$157.00            | 1000                             | \$157,000.00 | \$157,000.00   | Task 3 Total  |
| <b>Task 4:</b>                                   |                     |                                  |              |                |               |
| Quality Assurance/Quality Control Specialist (1) | \$156.00            | 1000                             | \$156,000.00 |                |               |
| Quality Assurance/Quality Control Specialist (2) | \$127.00            | 1000                             | \$127,000.00 |                |               |
| Quality Assurance/Quality Control Specialist (3) | \$127.00            | 1000                             | \$127,000.00 |                |               |
| Quality Assurance/Quality Control Specialist (4) | \$115.00            | 1000                             | \$115,000.00 |                |               |
| Quality Assurance/Quality Control Specialist (5) | \$109.00            | 1000                             | \$109,000.00 |                |               |
| Quality Assurance/Quality Control Specialist (6) | \$96.00             | 1000                             | \$96,000.00  | \$730,000.00   | Task 4 Total  |
| <b>Task 5</b>                                    |                     |                                  |              |                |               |
| 5.a Finance and Compliance SME (1)               | \$165.00            | 1000                             | \$165,000.00 |                |               |
| 5.b Housing Programs SME (1)                     | \$145.00            | 1000                             | \$145,000.00 |                |               |
| 5.b Housing Programs SME (2)                     | \$145.00            | 1000                             | \$145,000.00 |                |               |
| 5.c Planning SME (1)                             | \$145.00            | 1000                             | \$145,000.00 |                |               |
| 5.c Planning SME (2)                             | \$145.00            | 1000                             | \$145,000.00 |                |               |
| 5.d Construction SME (1)                         | \$145.00            | 1000                             | \$145,000.00 |                |               |
| 5.e Affordable Housing SME (1)                   | \$145.00            | 1000                             | \$145,000.00 |                |               |
| 5.f Code Enforcement SME (1)                     | \$145.00            | 1000                             | \$145,000.00 |                |               |
| 5.g Communication Services SME (1)               | \$145.00            | 1000                             | \$145,000.00 |                |               |
| 5.h Closeout SME (1)                             | \$145.00            | 1000                             | \$145,000.00 | \$1,470,000.00 | Task 5 Total  |
| <b>Task 6</b>                                    |                     |                                  |              |                |               |
| CDBG-DR Environmental Review Specialist (1)      | \$157.00            | 1000                             | \$157,000.00 |                |               |
| CDBG-DR Environmental Review Specialist (2)      | \$134.00            | 1000                             | \$134,000.00 |                |               |
| CDBG-DR Environmental Review Specialist (3)      | \$134.00            | 1000                             | \$134,000.00 | \$425,000.00   | Task 6 Total  |
| <b>Task 7</b>                                    |                     |                                  |              |                |               |
| CDBG-DR Infrastructure Specialist (1)            | \$157.00            | 1000                             | \$157,000.00 | \$157,000.00   | Task 7 Total  |
| <b>Task 8</b>                                    |                     |                                  |              |                |               |
| Reporting Specialist (1)                         | \$155.00            | 1000                             | \$155,000.00 | \$155,000.00   | Task 8 Total  |
| <b>Task 9</b>                                    |                     |                                  |              |                |               |
| Housing Recovery Program Specialist (1)          | \$162.00            | 1000                             | \$162,000.00 |                |               |
| Housing Recovery Program Specialist (2)          | \$162.00            | 1000                             | \$162,000.00 | \$324,000.00   | Task 9 Total  |
| <b>Task 10</b>                                   |                     |                                  |              |                |               |
| 10.a Inspection Lead (1)                         | \$145.00            | 1000                             | \$145,000.00 |                |               |
| 10.b Inspection Specialist (1)*                  | \$130.00            | 1000                             | \$130,000.00 |                |               |
| 10.b Inspection Specialist (2)*                  | \$130.00            | 1000                             | \$130,000.00 |                |               |
| 10.b Inspection Specialist (3)*                  | \$130.00            | 1000                             | \$130,000.00 |                |               |
| 10.b Inspection Specialist (4)                   | \$110.00            | 1000                             | \$110,000.00 |                |               |
| 10.b Inspection Specialist (5)                   | \$110.00            | 1000                             | \$110,000.00 |                |               |
| 10.b Inspection Specialist (6)                   | \$110.00            | 1000                             | \$110,000.00 |                |               |
| 10.b Inspection Specialist (7)                   | \$110.00            | 1000                             | \$110,000.00 |                |               |
| 10.b Inspection Specialist (8)                   | \$110.00            | 1000                             | \$110,000.00 |                |               |
| 10.b Inspection Specialist (9)                   | \$110.00            | 1000                             | \$110,000.00 |                |               |
| 10.b Inspection Specialist (10)                  | \$110.00            | 1000                             | \$110,000.00 | \$1,305,000.00 | Task 10 Total |

| <b>Task 11</b>                                  |            |      |                       |                               |
|---|------------|------|-----------------------|-------------------------------|
| 11.a Accounting Manager (1)                     | \$183.00   | 1000 | \$183,000.00          |                               |
| 11.b Accounting Supervisor (1)                  | \$163.00   | 1000 | \$163,000.00          |                               |
| 11.b Accounting Supervisor (2)                  | \$163.00   | 1000 | \$163,000.00          |                               |
| 11.b Accounting Supervisor (3)                  | \$163.00   | 1000 | \$163,000.00          |                               |
| 11.c IT Systems Manager (1)                     | \$172.00   | 1000 | \$172,000.00          |                               |
| 11.d IT Technician (1)                          | \$121.00   | 1000 | \$121,000.00          |                               |
| 11.d IT Technician (2)                          | \$121.00   | 1000 | \$121,000.00          |                               |
| 11.e Mail Processing Supervisor (1)             | \$129.00   | 1000 | \$129,000.00          |                               |
| 11.f Mail Processing Technician (1)             | \$78.00    | 1000 | \$78,000.00           |                               |
| 11.f Mail Processing Technician (2)             | \$78.00    | 1000 | \$78,000.00           |                               |
|   |            |      | <b>\$1,371,000.00</b> | <b>Task 11 Total</b>          |
| <b>Task 12</b>                                  |            |      |                       |                               |
| 12.a As-Needed Project Managers                 | \$174.00   | 2000 | \$348,000.00          |                               |
| 12.b As-Needed Property Appraisals              | \$1,000.00 | 500  | \$500,000.00          |                               |
| 12.c As-Needed Boundary Surveys                 | \$1,000.00 | 500  | \$500,000.00          |                               |
| 12.d As-Needed Title Services                   | \$725.00   | 500  | \$362,500.00          |                               |
| 12.e As-Needed Short Sale and Closing Services  | \$1,200.00 | 500  | \$600,000.00          |                               |
| 12.f As-Needed Eligibility and Benefit Services | \$600.00   | 500  | \$300,000.00          |                               |
|   |            |      | <b>\$2,610,500.00</b> | <b>Task 12 Total</b>          |
|   |            |      | <b>\$9,083,500.00</b> | <b>Each Optional Term NTE</b> |

|   | <b>Total Estimated Maximum # of Hours of Effort and Service Delivery for all five (5) potential Contract Terms</b> | <b>Total not-to-exceed price for all five (5) potential Contract Terms</b> |
|---|--|--|
| <b>Summation of Cost Components for all Five Potential Contract Terms</b> | <b>157,500</b>   | <b>\$54,501,000.00</b>   |

## 7. ATTACHMENT B: INSTRUCTIONS TO VENDORS

The HGA Team has provided Attachment B, Instructions to Vendors, on the following pages.



**ATTACHMENT B: INSTRUCTIONS TO VENDORS**

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1. **READ, REVIEW AND COMPLY:** It shall be the Vendor's responsibility to read this entire document, review all enclosures and attachments, and any addenda thereto, and comply with all requirements specified herein, regardless of whether appearing in these Instructions to Vendors or elsewhere in this RFP document.
2. **LATE PROPOSALS:** Late proposals, regardless of cause, will not be opened or considered, and will automatically be disqualified from further consideration. It shall be the Vendor's sole responsibility to ensure the timely submission of proposals.
3. **ACCEPTANCE AND REJECTION:** The State reserves the right to reject any and all proposals, to waive any informality in proposals and, unless otherwise specified by the Vendor, to accept any item in the proposal.
4. **BASIS FOR REJECTION:** Pursuant to 01 NCAC 05B .0501, the State reserves the right to reject any and all offers, in whole or in part, by deeming the offer unsatisfactory as to quality or quantity, delivery, price or service offered, non-compliance with the requirements or intent of this solicitation, lack of competitiveness, error(s) in specifications or indications that revision would be advantageous to the State, cancellation or other changes in the intended project or any other determination that the proposed requirement is no longer needed, limitation or lack of available funds, circumstances that prevent determination of the best offer, or any other determination that rejection would be in the best interest of the State.
5. **EXECUTION:** Failure to execute page 1 of the RFP (Execution Page) in the designated space may render the proposal non-responsive, and it may be rejected.
6. **ORDER OF PRECEDENCE:** In cases of conflict between specific provisions in this solicitation or those in any resulting contract documents, the order of precedence shall be (high to low) (1) any special terms and conditions specific to this RFP, including any negotiated terms; (2) requirements and specifications and administration provisions in Sections 4, 5 and 6 of this RFP; (3) North Carolina General Contract Terms and Conditions in ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS AND CONDITIONS; (4) Instructions in ATTACHMENT B: INSTRUCTIONS TO VENDORS; (5) ATTACHMENT A: PRICING, and (6) Vendor's proposal.
7. **INFORMATION AND DESCRIPTIVE LITERATURE:** Vendor shall furnish all information requested in the spaces provided in this document. Further, if required elsewhere in this proposal, each Vendor shall submit with its proposal any sketches, descriptive literature and/or complete specifications covering the products and Services offered. Reference to literature submitted with a previous proposal or available elsewhere will not satisfy this provision. Failure to comply with these requirements shall constitute sufficient cause to reject a proposal without further consideration.
8. **RECYCLING AND SOURCE REDUCTION:** It is the policy of the State to encourage and promote the purchase of products with recycled content to the extent economically practicable, and to purchase items which are reusable, refillable, repairable, more durable and less toxic to the extent that the purchase or use is practicable and cost-effective. We also encourage and promote using minimal packaging and the use of recycled/recyclable products in the packaging of commodities purchased. However, no sacrifice in quality of packaging will be acceptable. The Vendor remains responsible for providing packaging that will adequately protect the commodity and contain it for its intended use. Vendors are strongly urged to bring to the attention of purchasers those products or packaging they offer which have recycled content and that are recyclable. As required by the Resource Conservation and Recovery Act of 1976 (42 U.S.C. 6962(c)(3)(A)(i)) the Vendor certifies, by signing this offer that the percentage of recovered materials content for EPA-designated items to be delivered or used in the performance of the contract will be at least the amount required by the applicable contract specifications or other contractual requirements.
9. **CERTIFICATE TO TRANSACT BUSINESS IN NORTH CAROLINA:** As a condition of contract award, each out-of-State Vendor that is a corporation, limited-liability company or limited-liability partnership shall have received, and shall maintain throughout the term of The Contract, a Certificate of Authority to Transact Business in North Carolina from the North Carolina Secretary of State, as required by North Carolina law. A State contract requiring only an isolated transaction completed within a period of six months, and not in the course of a number of repeated transactions of like nature, shall not be considered as transacting business in North Carolina and shall not require a Certificate of Authority to Transact Business.
10. **SUSTAINABILITY:** RESERVED; PRINTING PROPOSALS NOT APPLICABLE to ELECTRONIC OFFER SUBMISSION.
11. **HISTORICALLY UNDERUTILIZED BUSINESSES:** The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business

enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

**12. RECIPROCAL PREFERENCE: RESERVED**

**13. INELIGIBLE VENDORS:** As provided in G.S. 147-86.59 and G.S. 147-86.82, the following companies are ineligible to contract with the State of North Carolina or any political subdivision of the State: a) any company identified as engaging in investment activities in Iran, as determined by appearing on the Final Divestment List created by the State Treasurer pursuant to G.S. 147-86.58, and b) any company identified as engaged in a boycott of Israel as determined by appearing on the List of restricted companies created by the State Treasurer pursuant to G.S. 147-86.81. A contract with the State or any of its political subdivisions by any company identified in a) or b) above shall be void *ab initio*.

**14. CONFIDENTIAL INFORMATION:** To the extent permitted by applicable statutes and rules, the State will maintain as confidential trade secrets in its proposal that the Vendor does not wish disclosed. As a condition to confidential treatment, each page containing trade secret information shall be identified in boldface at the top and bottom as "CONFIDENTIAL" by the Vendor, with specific trade secret information enclosed in boxes, marked in a distinctive color or by similar indication. Cost information shall not be deemed confidential under any circumstances. Regardless of what a Vendor may label as a trade secret, the determination whether it is or is not entitled to protection will be determined in accordance with G.S. 132-1.2. Any material labeled as confidential constitutes a representation by the Vendor that it has made a reasonable effort in good faith to determine that such material is, in fact, a trade secret under G.S. 132-1.2. Vendors are urged and cautioned to limit the marking of information as a trade secret or as confidential so far as is possible. If a legal action is brought to require the disclosure of any material so marked as confidential, the State will notify Vendor of such action and allow Vendor to defend the confidential status of its information.

**15. PROTEST PROCEDURES:** When a Vendor wishes to protest the award of The Contract, a Vendor shall submit a written request addressed to the Department of Public Safety, NCORR Chief Procurement Officer at: Department of Public Safety, Purchasing and Logistic, 3030 Hammond Business Place, Raleigh, NC 27603. In addition, the Vendor shall email the Contract Lead indicated on the cover page of this RFP a copy of the protest request. The protest request must be received in the proper office within thirty (30) consecutive calendar days from the date of the Contract award. Protest letters shall contain specific grounds and reasons for the protest, how the protesting party was harmed by the award made and any documentation providing support for the protesting party's claims. **Note:** Contract award notices are sent only to the Vendor actually awarded the Contract, and not to every person or firm responding to a solicitation. Bid status and Award notices are posted on the Internet at <https://www.ips.state.nc.us/ips/>. All protests will be handled pursuant to the North Carolina Administrative Code, 01 NCAC 05B .1519.

**16. MISCELLANEOUS:** Any gender-specific pronouns used herein, whether masculine or feminine, shall be read and construed as gender neutral, and the singular of any word or phrase shall be read to include the plural and vice versa.

**17. COMMUNICATIONS BY VENDORS:** In submitting its proposal, the Vendor agrees not to discuss or otherwise reveal the contents of its proposal to any source, government or private, outside of the using or issuing agency until after the award of the Contract or cancellation of this RFP. All Vendors are forbidden from having any communications with the using or issuing agency, or any other representative of the State concerning the solicitation, during the evaluation of the proposals (i.e., after the public opening of the proposals and before the award of the Contract), unless the State directly contacts the Vendor(s) for purposes of seeking clarification or another reason permitted by the solicitation. A Vendor shall not: (a) transmit to the issuing and/or using agency any information commenting on the ability or qualifications of any other Vendor to provide the advertised good, equipment, commodity; (b) identify defects, errors and/or omissions in any other Vendor's proposal and/or prices at any time during the procurement process; and/or (c) engage in or attempt any other communication or conduct that could influence the evaluation or award of a Contract related to this RFP. Failure to comply with this requirement shall constitute sufficient justification to disqualify a Vendor from a Contract award. Only those communications with the using agency or issuing agency authorized by this RFP are permitted.

**18. TABULATIONS:** Bid tabulations can be electronically retrieved at the Interactive Purchasing System (IPS), <https://www.ips.state.nc.us/ips/BidNumberSearch.aspx>. Click on the IPS BIDS icon, click on Search for Bid, enter the bid number, and then search. Tabulations will normally be available at this web site not later than one working day after the bid opening. Lengthy or complex tabulations may be summarized, with other details not made available on IPS, and requests for additional details or information concerning such tabulations cannot be honored.

**19. VENDOR REGISTRATION AND SOLICITATION NOTIFICATION SYSTEM:** The North Carolina electronic Vendor Portal (eVP) allows

Vendors to electronically register for free with the State to receive electronic notification of current procurement opportunities for goods and Services of potential interests to them available on the Interactive Purchasing System, as well as notifications of status changes to those solicitations. Online registration and other purchasing information is available at the following website: <http://ncadmin.nc.gov/about-doa/divisions/purchase-contract>.

- 20. WITHDRAWAL OF PROPOSAL:** Written withdrawal requests shall be submitted on the Vendor's letterhead and signed by an official of the Vendor authorized to make such request. Any withdrawal request made after the opening of proposals shall be allowed only for good cause shown and in the sole discretion of NCORR.
- 21. INFORMAL COMMENTS:** The State shall not be bound by informal explanations, instructions or information given at any time by anyone on behalf of the State during the competitive process or after award. The State is bound only by information provided in writing in this RFP and in formal Addenda issued through IPS and/or Sourcing.
- 22. COST FOR PROPOSAL PREPARATION:** Any costs incurred by Vendor in preparing or submitting offers are the Vendor's sole responsibility; the State of North Carolina will not reimburse any Vendor for any costs incurred or associated with the preparation of proposals.
- 23. VENDOR'S REPRESENTATIVE:** Each Vendor shall submit with its proposal the name, address, and telephone number of the person(s) with authority to bind the firm and answer questions or provide clarification concerning the firm's proposal.
- 24. INSPECTION AT VENDOR'S SITE: RESERVED** The State reserves the right to inspect, at a reasonable time, the equipment, item, plant or other facilities of a prospective Vendor prior to Contract award, and during the Contract term as necessary for the State's determination that such equipment, item, plant or other facilities conform with the specifications/requirements and are adequate and suitable for the proper and effective performance of the Contract.

## **8. ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS AND CONDITIONS**

The HGA Team has provided Attachment C, North Carolina General Contract Terms and Conditions, on the following pages.

**ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS & CONDITIONS**

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**1. PERFORMANCE:**

- a) It is anticipated that the tasks and duties undertaken by the Vendor under the contract which results from the State solicitation in this matter (Contract) shall include Services, and/or the manufacturing, furnishing, or development of goods and other tangible features or components, as deliverables.
- b) Except as provided herein, and unless otherwise mutually agreed in writing prior to award, any deliverables not subject to an agreed Vendor license and provided by Vendor in performance of this Contract shall be and remain property of the State. During performance, Vendor may provide proprietary components as part of the deliverables that are identified in this Contract. Vendor grants the State a personal, permanent, non-transferable license to use such proprietary components of the deliverables and other functionalities, as provided under this Contract. Any technical and business information owned by Vendor or its suppliers or licensors made accessible or furnished to the State shall be and remain the property of the Vendor or such other party, respectively. Vendor agrees to perform under the Contract in at least the same or similar manner provided to comparable users and customers. The State shall notify the Vendor of any defects or deficiencies in performance or failure of deliverables to conform to the standards and specifications provided in this Contract. Vendor agrees to timely remedy defective performance or any nonconforming deliverables on its own or upon such notice provided by the State.
- c) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under and during this Agreement and in confidence as further provided for herein or by law.
- d) Vendor or its suppliers, as specified and agreed in the Contract, shall provide support assistance to the State related to all Services performed or other deliverables procured hereunder during the State's normal business hours. Vendor warrants that its support, customer service, and assistance will be performed at a minimum in accordance with generally accepted and applicable industry standards.
- e) The State may document and take into account in awarding or renewing future procurement contracts the general reputation, performance and performance capabilities of the Vendor under this Contract as provided by G.S. 143-52 and 143-135.9 (a) and (b) (Best Value).

**2. DEFAULT AND TERMINATION.**

- a) In the event of default by the Vendor, the State may, as provided by NC law, procure goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. *See*, G.S. 25-2-712. In addition, and in the event of default by the Vendor under the Contract, or upon the Vendor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Vendor, the State may immediately cease doing business with the Vendor, terminate the Contract for cause, and take action to recover relevant damages, and if permitted by applicable law, debar the Vendor from doing future business with the State. 01 NCAC 05B.1520.
- b) If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, including, without limitation, in these North Carolina General Terms and Conditions, the State shall have the right to terminate the Contract by giving thirty days written notice to the Vendor and specifying the effective date thereof. In that event, any or all finished or unfinished deliverables that are prepared by the Vendor under the Contract shall, at the option of the State, become the property of the State (and under any applicable Vendor license to the extent necessary for the State to use such property), and the Vendor shall be entitled to receive just and equitable compensation for any acceptable deliverable completed (or partially completed at the State's option) as to which such option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of the Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State, if insecure as to receiving proper performance or provision of goods deliverables, or if documented Vendor Services performance issues exist, under this Contract, may require at any time a performance bond or other alternative performance guarantees from a Vendor without expense to the State as provided by applicable law. G.S. 143-52(a); 01 NCAC 05B.1521; G.S. 25-2-609.
- c) If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract for convenience at any time by providing 60 days' notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this Contract shall, at the option of the State, become its property, and under any applicable Vendor license to the extent necessary for the State to use such

property. If the Contract is terminated by the State for convenience, the State shall pay for those items or Services for which such option is exercised, less any payment or compensation previously made.

**3. INTERPRETATION, CONFLICT OF TERMS.**

- a) The definitions in the Instructions to Vendors in the relevant solicitation for this Contract, and in 01 NCAC 05A.0112 are specifically incorporated herein.
- b) If federal funds are involved in the transactions under this Contract, the Vendor shall comply with all applicable state and federal requirements and laws, except where State requirements are more restrictive. See the additional federal requirements included in the "Federal Funds Provisions" section below.
- c) "Purchasing Agency" herein is as defined in 01 NCAC 05A.0112, except that if this Contract has been entered into by the NC Department of Administration, Division of Purchase and Contract (P&C) as indicated in the Contract (e.g., a State Term Contract), then P&C will then be a Purchasing Agency for the purposes herein and in the Federal Funds Provisions, below.
- d) Contracts made in contravention of General Statutes, Chapter 143, Article 3 and the Rules in 05 NCAC Chapter 5, are void. G.S. 143-58.
- e) In the event of conflict of terms between applicable provisions of the Federal Funds Provisions and the other provisions of these North Carolina General Contract Terms and Conditions, the more restrictive provision will govern.

**4. GOVERNMENTAL RESTRICTIONS:** In the event any Governmental restrictions are imposed which necessitate alteration of the goods, material, quality, workmanship, or performance of the Services offered, prior to acceptance, it shall be the responsibility of the Vendor to notify the State Contract Lead or Administrator indicated in the Contract at once, in writing, indicating the specific regulation which requires such alterations. The State reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the Contract.

**5. AVAILABILITY OF FUNDS:** Any and all payments to the Vendor shall be dependent upon and subject to the availability of funds appropriated or allocated to the agency for the purpose set forth in the Contract.

**6. TAXES:** Any applicable taxes shall be invoiced as a separate item.

- a) G.S. 143-59.1 bars the Secretary of Administration from entering into Contracts with Vendors if the Vendor or its affiliates meet one of the conditions of G.S. 105-164.8(b) and refuses to collect use tax on sales of tangible personal property to purchasers in North Carolina. Conditions under G.S. 105-164.8(b) include: (1) Maintenance of a retail establishment or office, (2) Presence of representatives in the State that solicit sales or transact business on behalf of the Vendor and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the proposal document the Vendor certifies that it and all of its affiliates, (if it has affiliates), collect(s) the appropriate taxes.
- b) The agency(ies) participating in the Contract are exempt from Federal Taxes, such as excise and transportation. Exemption forms submitted by the Vendor will be executed and returned by the using agency.
- c) Prices offered are not to include any personal property taxes, nor any sales or use tax (or fees) unless required by the North Carolina Department of Revenue.

**7. SITUS AND GOVERNING LAWS;**

- a) This Contract is made under and shall be governed by and construed in accordance with the laws of the State of North Carolina, including, without limitation, the relevant provisions of G.S. Chapter 143, Article 3, and the Rules in 01 NCAC Chapter 05, and any applicable successor provisions, without regard to its conflict of laws rules, and within which State all matters, whether sounding in Contract, tort or otherwise, relating to its validity, construction, interpretation and enforcement shall be determined. G.S. 22B-3.
- b) Vendor shall comply with all laws, ordinances, codes, rules, regulations, and licensing requirements that are applicable to the conduct of its business and its performance in accordance with the Contract, including those of federal, state, and local agencies having jurisdiction and/or authority, and including, without limitation, the applicable requirements in the Federal Funds Provisions, below.
- c) Non-resident Vendor corporations not formed under NC law must be domesticated in the Office of the NC Secretary of State in order to contract with the State of North Carolina. G.S. 55A-15-01.



**8. NON-DISCRIMINATION COMPLIANCE:**

To the extent federal funding is involved in this procurement, in whole or in part, compliance with the following is required:

- a) The Vendor shall comply with all Federal Funds Provisions requirements (below) and not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The Vendor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:

Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Vendor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

- b) The Vendor shall, in all solicitations or advertisements for employees placed by or on behalf of the Vendor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin:
- c) The Vendor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the Vendor's legal duty to furnish information.
- d) The Vendor will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the Vendor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- e) The Vendor shall comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- f) The Vendor shall furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and shall permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- g) In the event of the Vendor's noncompliance with the nondiscrimination clauses of this Contract or with any of the said rules, regulations, or orders, this Contract may be canceled, terminated, or suspended in whole or in part and the Vendor may be declared ineligible for further Government contracts or federally assisted construction Contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- h) The Vendor shall include the portion of the sentence immediately preceding paragraph (a) and the provisions of paragraphs (a) through (g) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The Vendor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance: Provided, however, that in the event a Vendor (or herein "applicant," as applicable in context within these Federal Funds Provisions) becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the Vendor may request the United States to enter into such litigation to protect the interests of the United States.
- i) The Vendor further agrees that it shall be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: Provided, that if the Vendor so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the Contract.

- j) The Vendor agrees that it shall assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of Vendors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it shall furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it shall otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.
- k) The Vendor further agrees that it shall refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a Vendor debarred from, or who has not demonstrated eligibility for, Government Contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon Vendors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the Vendor agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part any relevant grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the Vendor under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such Vendor; and refer the case to the Department of Justice for appropriate legal proceedings.

9. **PAYMENT TERMS:** Payment terms are net not later than 30 days after receipt of a correct invoice or acceptance of goods, whichever is later. The Procuring Agency is responsible for all payments to the Vendor under the Contract. Payment by some agencies may be made by procurement card. If the Vendor accepts Visa, MasterCard, etc., from other customers, it shall accept procurement card payment by the State under the terms provided for the procurement card. 01 NCAC 05B.1523. If payment is made by procurement card, then payment for amounts then due may be processed immediately by the Vendor.

The State does not agree in advance, in contract, pursuant to Constitutional limitations, to pay costs such as interest, late fees, penalties or attorney's fees. This Contract will not be construed as an agreement by the State to pay such costs, and will be paid only as ordered by a court of competent jurisdiction.

10. **CONDITION AND PACKAGING:** Unless otherwise expressly provided by special terms and conditions or specifications in the Contract or by express, specific federal law or rule, it is understood and agreed that any item offered or shipped has not been sold or used for any purpose, is newly manufactured, and shall be in first class condition. All containers/packaging shall be suitable for handling, storage or shipment.

11. **INTELLECTUAL PROPERTY WARRANTY AND INDEMNITY:** Vendor shall hold and save the State, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, resulting from infringement of the rights of any third party in any Services or copyrighted material, patented or patent-pending invention, article, device or appliance delivered in connection with the Contract.

- a) Vendor warrants to the best of its knowledge that:
  - i) Performance under the Contract does not infringe upon any intellectual property rights of any third party; and
  - ii) There are no actual or threatened actions arising from, or alleged under, any intellectual property rights of any third party;
- b) Should any deliverables supplied by Vendor become the subject of a claim of infringement of a patent, copyright, trademark or a trade secret in the United States, the Vendor, shall at its option and expense, either procure for the State the right to continue using the deliverables, or replace or modify the same to become non-infringing. If neither of these options can reasonably be taken in Vendor's judgment, or if further use shall be prevented by injunction, the Vendor agrees to cease provision of any affected deliverables and refund any sums the State has paid Vendor for such deliverables and make every reasonable effort to assist the State in procuring substitute deliverables. If, in the sole opinion of the State, the cessation of use by the State of any such deliverables due to infringement issues makes the retention of other items acquired from the Vendor under this Agreement impractical, the State shall then have the option of terminating the Agreement, or applicable portions thereof, without penalty or termination charge; and Vendor agrees to refund any sums the State paid for unused Services or other deliverables.
- c) The Vendor, at its own expense, shall defend any action brought against the State to the extent that such action is based upon a claim that the deliverables supplied by the Vendor, their use or operation, infringe on a patent, copyright, trademark or violate a trade secret in the United States. The Vendor shall pay those costs and damages



finally awarded or agreed in a settlement against the State in any such action. Such defense and payment shall be conditioned on the following:

- i) That the Vendor shall be notified within a reasonable time in writing by the State of any such claim; and
  - ii) That the Vendor shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise provided, however, that the State shall have the option to participate in such action at its own expense.
- d) Vendor will not be required to defend or indemnify the State to the extent any claim by a third party against the State for infringement or misappropriation results solely from the State's material alteration of any Vendor-branded deliverables or Services, or from the continued use of the Services or other deliverables after receiving written notice from the Vendor of the claimed infringement.

**12. ADVERTISING:** Vendor agrees not to use the existence of the Contract or the name of the State of North Carolina as part of any commercial advertising or marketing of products or Services except as provided in 01 NCAC 05B.1516. A Vendor may inquire whether the State is willing to be included on a listing of its existing customers.

**13. ACCESS TO PERSONS AND RECORDS:** During, and after the term hereof during the relevant period required for retention of records by State law (G.S. 121-5, 132-1 *et seq.*, typically five years), the State Auditor and any Purchasing Agency's internal auditors shall have access to persons and records related to the Contract to verify accounts and data affecting fees or performance under the Contract, as provided in G.S. 143-49(9). However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of the such retention of records period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the record retentions period, whichever is later.

**14. ASSIGNMENT OR DELEGATION OF DUTIES.**

- a) As a convenience to the Vendor, the State may include any person or entity designated by the Vendor in writing as a joint payee on the Vendor's payment check. In no event shall such approval and action obligate the State to anyone other than the Vendor.
- b) If Vendor requests any assignment, or delegation of duties, the Vendor shall remain responsible for fulfillment of all Contract obligations. Upon written request, the State may, in its unfettered discretion, approve an assignment or delegation to another responsible entity acceptable to the State, such as the surviving entity of a merger, acquisition or a corporate reorganization if made as part of the transfer of all or substantially all of the Vendor's assets. 01 NCAC 05B.1507. Any purported assignment or delegation made in violation of this provision shall be void and a material breach of the Contract. G.S. 143-58.

**15. INSURANCE:** This section provides minimum insurance coverage rates that are applicable to most moderate risk solicitations. Agency Risk Analysis will determine if higher insurance coverage amounts are needed based on the likelihood and severity of exposure to the State. The analysis is documented in writing in the official file and considers the following non-exclusive factors:

1. Potential for damage to State property or property of a third party,
2. Potential for bodily injury to State employees or third parties,
3. Whether Vendor will transport State property, clients, or employees,
4. Use of a vehicle to accomplish the work or to travel to or from State locations,
5. Anticipated physical contacts of the Vendor with the State,
6. Anticipated number and activity of Vendor personnel within the State, and
7. Any other unique considerations that could result in harm, bodily injury, or property damage.

The Purchasing Agency has specified elsewhere in this Contract any increase in the minimum insurance coverage requirements below if the risk from the above factors is high.

**a) REQUIREMENTS** - Providing and maintaining adequate insurance coverage is a material obligation of the Vendor and is of the essence of the Contract. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the NC Commissioner of Insurance to do business in North Carolina. The Vendor shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or the Contract. The limits of coverage under each insurance policy maintained by the Vendor shall not be interpreted as limiting the Vendor's liability and obligations or the indemnification requirements under the Contract. As provided above, a State agency is authorized, upon written evaluation and substantiation in the official file of the significant risk of bodily injury

and/or property or other damage in the contract, to require and enforce higher coverage limits to mitigate the potential risk of liability to the State.

**b) COVERAGE** - During the term of the Contract, the Vendor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the Contract. At a minimum, the Vendor shall provide and maintain the following coverage and limits, subject to higher requirements by an agency after the risk analysis indicated above:

1. **For Small Purchases** as defined under North Carolina Administrative Code 01 NCAC 05A.0112 (35) and 05B.0301 (1), the minimum applicable insurance requirements for Worker’s Compensation and Automobile Liability will apply as required by North Carolina law. The Purchasing Agency may require Commercial General Liability coverage consistent with the assessed risks involved in the procurement.

2. **For Contracts valued in excess of the Small Purchase threshold, but up to \$1,000,000.00 the following limits shall apply:**

- i. **Worker’s Compensation** - The Vendor shall provide and maintain Worker’s Compensation Insurance, as may be required by the laws of North Carolina, as well as employer’s liability coverage, with minimum limits of \$250,000.00, covering all of Vendor’s employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.
- ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$500,000.00 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
- iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$250,000.00 bodily injury and property damage; \$250,000.00 uninsured/under insured motorist; and \$2,500.00 medical payment.

3. **For Contracts valued in excess of \$1,000,000.00 the following limits shall apply:**

- i. **Worker’s Compensation** - The Vendor shall provide and maintain Worker’s Compensation Insurance, as may be required by the laws of North Carolina, as well as employer’s liability coverage, with minimum limits of \$500,000.00, covering all of Vendor’s employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.
- ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$1,000,000.00 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
- iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$500,000.00 bodily injury and property damage; \$500,000.00 uninsured/under insured motorist; and \$5,000.00 medical payment.

**16. GENERAL INDEMNITY:** The Vendor shall hold and save the State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, Services, materials, or supplies in connection with the performance of the Contract, and also from any and all claims and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Vendor in the performance of the Contract that are attributable to the negligence or intentionally tortious acts of the Vendor, provided that the Vendor is notified in writing within 30 days from the date that the State has knowledge of such claims. The Vendor represents and warrants that it shall make no claim of any kind or nature against the State’s agents who are involved in the delivery or processing of Vendor deliverables or Services to the State. As part of this provision for indemnity, if federal funds are involved in this procurement, the Vendor warrants that it will comply with all relevant and applicable federal requirements and laws, and will indemnify and hold and save the State harmless from any claims or losses resulting to the State from the Vendor’s noncompliance with such federal requirements or law in this Contract. The representations and warranties in the preceding two sentences shall survive the termination or expiration of the Contract. The State does not participate in indemnification due to Constitutional restrictions, or arbitration, which effectively and unacceptably waives jury trial. See, G.S. 22B-3, -10.

**17. ELECTRONIC PROCUREMENT:**

- a) Purchasing shall be conducted through the Statewide E-Procurement Service. The State's third-party agent shall serve as the Supplier Manager for this E-Procurement Service. The Vendor shall register for the Statewide E-Procurement Service within two (2) business days of notification of award in order to receive an electronic purchase order resulting from award of this Contract.
- b) Reserved
- c) Vendor shall at all times maintain the confidentiality of its username and password for the Statewide E-Procurement Services. Vendor shall be responsible for all activity and all charges by its agents or employees. Vendor agrees not to permit a third party to use its E-Procurement Services account. If there is a breach of security through the Vendor's account, Vendor shall immediately change its password and notify the Supplier Manager of the security breach by email. Vendor shall cooperate with the State and the Supplier Manager to mitigate and correct any security breach.

**18. SUBCONTRACTING:** Performance under the Contract by the Vendor shall not be subcontracted without prior written approval of the State's assigned Contract Lead. Unless otherwise agreed in writing, acceptance of a Vendor's proposal shall include approval to use the subcontractor(s) that have been specified therein.

**19. CONFIDENTIALITY:** Vendor information that cannot be shown to be, e.g., a trade secret, may be subject to public disclosure under the terms of the State Public Records Act (SPRA), beginning at G.S. 132.1. Blanket assertions of confidentiality are not favored, but confidentiality of specific material meeting one or more exceptions in the SPRA will be honored. Vendors are notified that if the confidentiality of material is challenged by other parties, the Vendor has the responsibility of defending the assertion of confidentiality. G.S. 143-52(a).

**20. CARE OF STATE DATA AND PROPERTY:** Any State property, information, data, instruments, documents, studies or reports given to or prepared or assembled by or provided to the Vendor under the Contract shall be kept as confidential, used only for the purpose(s) required to perform the Contract and not divulged or made available to any individual or organization without the prior written approval of the State.

The State's data and property in the hands of the Vendor shall be protected from unauthorized disclosure, loss, damage, destruction by a natural event or another eventuality. The Vendor agrees to reimburse the State for loss or damage of State property while in Vendor's custody. Such State Data shall be returned to the State in a form acceptable to the State upon the termination or expiration of this Agreement.

The Vendor shall notify the State of any security breaches within 24 hours as required by G.S. 143B-1379. For further information, see, G.S. 75-60 *et seq.* **Notice** is given to the Vendor that the NC Department of Information Technology (DIT) has requirements relating to the security of the State network, and rules relating to the use of the State network, IT software and equipment, that the Vendor must comply with, as applicable. See, e.g., G.S. 143B-1376.

**21. OUTSOURCING:** Any Vendor or subcontractor providing call or contact center services to the State of North Carolina or any of its agencies shall disclose to inbound callers the location from which the call or contact center services are being provided.

If, after award of a Contract, and consistent with any applicable NC DIT security provisions, the Contractor wishes to relocate or outsource any portion of performance to a location outside the United States, or to Contract with a subcontractor for any such performance, which subcontractor and nature of the work has not previously been disclosed to the State in writing, prior written approval must be obtained from the State Purchasing Agency. Vendor shall give notice to the Purchasing Agency of any relocation of the Vendor, employees of the Vendor, subcontractors of the Vendor, or other persons providing performance under a State Contract to a location outside of the United States. See, G.S. 143-59.4.

**22. ENTIRE AGREEMENT:** The Contract (including any documents mutually incorporated specifically therein) resulting from a relevant solicitation represents the entire agreement between the parties and supersedes all prior oral or written statements or agreements. All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the Contract expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.

**23. ELECTRONIC RECORDS:** The State will digitize all Vendor responses to the relevant solicitation, if not received electronically, as well as any awarded Contract together with associated procurement-related documents. These electronic copies shall constitute a preservation record and shall serve as the official record of this procurement with the same force and effect as the original written documents comprising such record. Any official electronic copy, printout or other output readable by sight shown to reflect such record accurately shall constitute an "original."

**24. AMENDMENTS:** This Contract may be amended only by a written amendment duly executed by the State and the Vendor.

25. **NO WAIVER**: Notwithstanding any other language or provision in the Contract or in any Vendor-supplied material, nothing herein is intended nor shall be interpreted as a waiver of any right or remedy otherwise available to the State under applicable law. The waiver by the State of any right or remedy on any one occasion or instance shall not constitute or be interpreted as a waiver of that or any other right or remedy on any other occasion or instance.
26. **FORCE MAJEURE**: Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations as a result of events beyond its reasonable control, including, without limitation, fire, power failures, any act of war, hostile foreign action, nuclear explosion, riot, strikes or failures or refusals to perform under subcontracts, civil insurrection, earthquake, hurricane, tornado, other catastrophic epidemic or pandemic, natural event or Act of God.
27. **SOVEREIGN IMMUNITY**: Notwithstanding any other term or provision in the Contract, nothing herein is intended nor shall be interpreted as waiving any claim or defense based on the principle of sovereign immunity or other State or federal constitutional provision or principle that otherwise would be available to the State under applicable law.

28. **FEDERAL FUNDS PROVISIONS**

*Where federal funds are utilized in connection with this procurement, and to the extent applicable and absent stricter or controlling State provisions, the following federal provisions (in addition to the North Carolina General Terms and Conditions above) may apply consistent with Uniform Guidance in 2 C.F.R. § 200.326 and 2 C.F.R. Part 200, and its Appendix II. Relevant federal authorities may require additional provisions depending on the scope and context of the Contract. Failure or unwillingness of the Vendor to continually meet any of these requirements, as applicable, may result in Contract termination.*

- a) **No governmental non-competes.** Vendor shall not impose or enforce any non-competition agreement upon the employees included in Vendor's bid that would prevent those employees from accepting any offer of employment from the State of North Carolina outside of the first Term of the Contract. By executing this Contract, the Vendor affirms this condition. This affirmation is a material condition for the State's award of any work under this Contract.
- b) **Program Monitoring.** Vendor agrees to assist and cooperate with the Federal grantor or funding agency and the relevant Purchasing Agency or their duly designated representatives in the monitoring of the project or projects to which this Contract relates, and to provide in form and manner approved by the Purchasing Agency such monitoring reports, progress reports, and the like as may be required and to provide such reports at the times specified.
- c) **Remedies and Termination,** For purposes of this section the State Remedies and Termination provisions above apply as written.
- d) **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708).**

Compliance with the Contract Work Hours and Safety Standards Act.

1. *Overtime requirements.* No Vendor or subcontractor contracting for any part of the Contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
2. *Violation; liability for unpaid wages; liquidated damages.* In the event of any violation of the clause set forth in 29 C.F.R. §5.5(b)(1) the Vendor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such Vendor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in 29 C.F.R. §5.5(b)(1), in the sum of \$26 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in 29 C.F.R. §5.5(b)(1).
3. *Withholding for unpaid wages and liquidated damages.* The Purchasing Agency shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Vendor or subcontractor under any such contract or any other Federal contract with the same prime Vendor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Vendor, such sums as may be determined to be necessary to satisfy any liabilities of such Vendor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in 29 C.F.R. §5.5(b)(2).

4. *SubContracts*. The Vendor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of 29 C.F.R. §5.5 and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Vendor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in 29 C.F.R. §5.5(b)(2) through (4).

e) **CLEAN AIR ACT AND THE FEDERAL WATER POLLUTION CONTROL ACT.**

Clean Air Act

1. The Vendor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.
2. The Vendor agrees to report each violation to the Purchasing Agency and understands and agrees that the Purchasing Agency will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
3. The Vendor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

Federal Water Pollution Control Act

1. The Vendor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
2. The Vendor agrees to report each violation to the Purchasing Agency and understands and agrees that the Purchasing Agency will, in turn, report each violation as required to assure notification to the federal agency providing funds hereunder, and the appropriate Environmental Protection Agency Regional Office.
3. The Vendor agrees that these requirements will be included in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

f) **Debarment and Suspension.**

1. This Contract, if federal funding is used, is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the Vendor is required to verify that none of the Vendor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
2. The Vendor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
3. This certification is a material representation of fact relied upon by a federal agency providing federal funds herein and the Purchasing Agency. If it is later determined that the Vendor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to federal agency providing federal funds herein and the Purchasing Agency, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
4. The Vendor agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of the Contract resulting from a relevant solicitation herein. The Vendor further agrees to include a provision requiring such compliance in its lower tier covered transactions.

g) **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) (as Amended).**

To the extent applicable, Vendors that apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal Contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

Required Certification. If applicable, Vendors must sign and submit to the Purchasing Agency the certification. See the latest version of "Certification for Contracts, Grants, Loans, and Cooperative Agreements" found at <https://ncadmin.nc.gov/documents/vendor-forms>.



**h) Procurement of Recovered Materials.**

1. Unless specified otherwise in the Contract, in the performance of this Contract, the Vendor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired:
  - Competitively within a timeframe providing for compliance with the Contract performance schedule;
  - Meeting Contract performance requirements; or
  - At a reasonable price.
2. Information about this requirement, along with the list of EPA designated items, is available at EPA's Comprehensive Procurement Guidelines web site: <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.
3. The Vendor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act."

**i) Access to Records.** In addition to the North Carolina General Contract Terms & Conditions section entitled "**ACCESS TO PERSONS AND RECORDS**" included in this Contract, the following access to records requirements apply to this Contract:

1. The Vendor agrees to provide the Purchasing Agency, the Administrator of the federal agency providing funds hereunder, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Vendor which are directly pertinent to this Contract for the purposes of making audits, examinations, excerpts, and transcriptions.
2. The Vendor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
3. The Vendor agrees to provide the Administrator of the federal agency providing funds hereunder or his authorized representative access to construction or other work sites pertaining to the work being completed under the Contract.
4. In compliance with the Disaster Recovery Act of 2018, the Purchasing Agency and the Vendor acknowledge and agree that no language in this Contract is intended to prohibit audits or internal reviews by the Administrator of the federal agency providing funds hereunder or the Comptroller General of the United States.

**j) Modifications to Contract.** Modifications to the Contract are governed by the North Carolina General Contract Terms & Conditions section above entitled "**AMENDMENTS**," except as approval and signature by any federal official may also be required.**k) Records Retention.** All records required to be kept on the project shall be maintained for at least five (5) years after final payments and until all other pending matters under the grant for this project have been closed. However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of the five (5) year period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the five (5) year period, whichever is later.**l) Energy Efficiency.** All participants in the projects funded hereby shall recognize mandatory standards and policies relating to energy efficiency, which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (PL 94-163).**m) Program Fraud and False or Fraudulent Statements or Related Acts.** Vendor acknowledges that 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) applies to its actions pertaining to the Contract.**n) No Obligation by Federal Government.** The Federal Government is not a party to this Contract and is not subject to any obligations or liabilities to the non-Federal entity, Vendor, or any other party pertaining to any matter resulting from the Contract.**o) Compliance with Federal Law, Regulations, and Executive Orders.** This is an acknowledgement that federal financial assistance will be used to fund all or a portion of the Contract. The Vendor will comply with all applicable Federal law, regulations, executive orders, the policies of the federal agency(ies) providing funding, procedures, and directives.**p) Federal Seals, Logos, and Flags.** In addition to the prohibitions of the North Carolina General Contract Terms & Conditions section above entitled "**ADVERTISING**," the Vendor shall not use the seal(s), logos, crests, or reproductions of flags of a federal agency providing funding herein, or likenesses of federal agency officials without specific pre-approval of the relevant federal agency.**q) System for Awards Management.** Vendor shall be responsible to ensure that it has checked the federal System for Awards Management (SAM) <https://www.sam.gov/SAM> and the State Debarred Vendors Listing,

<http://www.pandc.nc.gov/actions.asp> to verify that Contractors or sub-Recipients have not been suspended or debarred from doing business with federal or State government.

r) **Section 3 Clause.** Vendor will comply with the following clauses from 24 CFR 135.38:

- a. The work performed under this Contract is subject to the requirements of section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (section 3).
- b. The Parties agree to comply with HUD's regulations in 24 CFR part 135, which implement section 3. As evidenced by this Contract, the Parties certify they are under no contractual obligations or other impediment that would prevent them from complying with the part 135 regulations.
- c. Vendor agrees to send each labor organization or representative or workers with which Vendor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or worker's representative of Vendor's commitments under this section 3 clause, and will post copies of the notice in conspicuous places at the work site. The notice shall describe the section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training position, the qualifications for each, and the name and location of the person(s) taking applications for each of the positions, and the expected date the work shall begin.
- d. Vendor agrees to include this section 3 clause in every subcontract subject to compliance with regulations 24 CFR part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this section 3 clause, upon finding that the subcontractor is in violation of the regulations in 24 CFR part 135. Vendor will not subcontract with any subcontractor where Vendor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR part 135.
- e. Vendor will certify that any vacant employment positions, including training positions, that are filled (1) after Vendor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 135 require employment opportunities to be directed, were not filled to circumvent Vendor's obligations under 24 CFR part 135.
- f. Noncompliance with HUD's regulations in 24 CFR part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.
- g. With respect to work performed in connection with section 3 covered Indian housing assistance, section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract.

**29. ESCALATION CLAUSE:** Prices offered herein shall be firm for a period of one (1) year from the date of initial contract performance. If the contract provides for an option year(s) and the Department exercises that option(s), the contractor may request a price increase for that year but it must not exceed the change in points during the previous twelve (12) month period in the \*Consumer Price Index-All Items (All Urban Consumers) or 5%, whichever is less. If the requested increase is in compliance with these specified limitations, the new price will be effective thirty (30) days from the date the request is received by the Department.

Consumer Price Index: U. S. Department of Labor, Bureau of Labor Statistics; [www.bls.gov](http://www.bls.gov)

**30. ALCOHOL/DRUG FREE WORK PLACE POLICY:** A copy of the Department's Alcohol/Drug Free Work Place Policy is attached (ATTACHMENT G) to this solicitation. The contractor shall use reasonable and good faith efforts to ensure that employees/staff are aware of the Department's policy. The contractor understands that its employees/staff are required to abide by these standards. The contractor further understands that possession, use, manufacture, or distribution of illegal drugs or alcohol in violation of this policy, by employees/staff participating in the performance of this contract, may result in immediate termination of this contract for cause.

**31. PREA:** The NC Department of Public Safety is committed to a standard of zero-tolerance pertaining to unduly familiar or sexually abusive behavior either by another juvenile or by staff, volunteer, vendor, contractor or party. Staff, volunteers, vendors, contractors or parties are strictly prohibited from engaging in personal dealings or any conduct of a sexual nature with any inmate or juvenile. Conversation and conduct with any inmate or juvenile must be professional at all times. Sexual acts between a juvenile or inmate and staff, volunteer, vendor, contractor or party may violate North Carolina law. Additionally, sexual acts between a juvenile or inmate and staff member will contradict the standards of the federal Prison Rape Elimination Act of 2003 (PREA). Such acts also may be punishable, at a minimum, as a Class E felony in North Carolina. Under North Carolina, consent of the inmate or juvenile may not be available as a defense for an individual who is charged criminally based on sexual conduct with the inmate or juvenile. Also, pursuant to PREA standards, no juvenile or inmate can consent to engage in sexual activity with staff, volunteers, vendors, contractors or parties. Any contractual facility

will comply with the national standards to prevent, detect, and respond to PREA (115.12, 212, 312) and permit the Department to monitor this aspect of the contract to ensure compliance with the PREA standards.

As a valued partner with DPS, it is important to remember that if you become aware of a report of any incidents of unduly familiar or sexually abusive behavior or sexual harassment, you have a duty to report this information immediately to your contact person with the Agency, by email to [prea@ncdps.gov](mailto:prea@ncdps.gov), or the DPS Communications office at (800) 368-1985.

Additionally, it may violate North Carolina law to sell or give an inmate or juvenile any alcoholic beverages, barbiturate or stimulant drug, or any narcotic, poison or poisonous substance, except upon the prescription of a physician; and it may violate North Carolina law to give an inmate or juvenile any tobacco or tobacco products, alcohol, or cell phones. It may also violate NCDPS policy to convey to or take from any juvenile or inmate any letters, or verbal messages; to convey any weapon or instrument by which to effect an escape, or that will aid in an assault or insurrection; to trade with any inmate for clothing or stolen goods or to sell any inmate any article forbidden by NCDPS policy.

By signing this document, you acknowledge that you understand and will abide by this policy as outlined above.



## 9. ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR

The HGA Team has provided the completed Attachment D, Location of Workers Utilized by Vendor, on the following pages.

**ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR**

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In accordance with NC General Statute 143-59.4, the Vendor shall detail the location(s) at which performance will occur, as well as the manner in which it intends to utilize resources or workers outside of the United States in the performance of this Contract. The State will evaluate the additional risks, costs, and other factors associated with such utilization prior to making an award. Please complete items a, b, and c below.

**a) Will any work under this Contract be performed outside the United States?**  YES  NO

If the Vendor answered "YES" above, Vendor must complete items 1 and 2 below:

1. List the location(s) outside the United States where work under this Contract will be performed by the Vendor, any sub-Contractors, employees, or other persons performing work under the Contract:
  
  
  
  
  
  
  
  
  
  
2. Describe the corporate structure and location of corporate employees and activities of the Vendor, its affiliates or any other sub-Contractors that will perform work outside the U.S.:

**b) The Vendor agrees to provide notice, in writing to the State, of the relocation of the Vendor, employees of the Vendor, sub-Contractors of the Vendor, or other persons performing services under the Contract outside of the United States**  YES  NO

NOTE: All Vendor or sub-Contractor personnel providing call or contact center services to the State of North Carolina under the Contract **shall** disclose to inbound callers the location from which the call or contact center services are being provided.

**c) Identify all U.S. locations at which performance will occur:**

North Carolina

Louisiana

## 10. ATTACHMENT E: CERTIFICATION OF FINANCIAL CONDITION

The HGA Team has provided the completed and signed Attachment E, Certification of Financial Condition, on the following pages.

**ATTACHMENT E: CERTIFICATION OF FINANCIAL CONDITION**

The undersigned hereby certifies that: [check all applicable boxes]

The Vendor is in sound financial condition and, if applicable, has received an unqualified audit opinion for the latest audit of its financial statements.

Date of latest audit: \_\_\_\_\_

The Vendor has no outstanding liabilities, including tax and judgment liens, to the Internal Revenue Service or any other government entity.

The Vendor is current in all amounts due for payments of federal and state taxes and required employment-related contributions and withholdings.

The Vendor is not the subject of any current litigation or findings of noncompliance under federal or state law.

The Vendor has not been the subject of any past or current litigation, findings in any past litigation, or findings of noncompliance under federal or state law that may impact in any way its ability to fulfill the requirements of this Contract.

He or she is authorized to make the foregoing statements on behalf of the Vendor.

**Note:** This is a continuing certification and Vendor shall notify the Contract Lead within 15 days of any material change to any of the representations made herein.

If any one or more of the foregoing boxes is NOT checked, Vendor shall explain the reason in the space below:



*Jack Hunt*

August 29, 2022

Signature

Date

Jack Hunt

Vice President, Program Management

Printed Name

Title

[This Certification must be signed by an individual authorized to speak for the Vendor]

## 11. ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION

The HGA Team has provided Attachment F, Historically Underutilized Businesses Information, on the following pages. We have presented this form for HGA as the prime contractor, and also for our Historically Underutilized Businesses (HUB) subcontractors, Mpack, SADR, KSBR, and Arcola. We have followed these forms with the following documentation of our subcontractors' HUB status:

- Mpack HUB certification from the North Carolina Department of Administration Office for Historically Underutilized Businesses dated June 11, 2020
- Mpack approval of certification as a Disadvantaged Business Enterprise (DBE) from the North Carolina Department of Transportation dated May 28, 2020
- SADR HUB certification from the North Carolina Department of Administration Office for Historically Underutilized Businesses dated January 29, 2022
- SADR approval of North Carolina Small Business Enterprise Certification (NCSBE) from the North Carolina Department of Administration Office for Historically Underutilized Businesses dated May 11, 2022
- SADR Women's Business Enterprise (WBE) certification from the Women's Business Enterprise National Council (WBENC) granted August 20, 2019
- SADR Woman Owned Small Business (WOSB) certification from WBENC renewed August 20, 2022
- KSBR Texas Historically Underutilized Business (HUB) Certificate approved November 12, 2021
- Arcola approval of certification as a HUBZone small business concern from the SBA dated December 16, 2021
- Arcola approval of certification as a WOSB from the SBA dated September 20, 2021

**ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION**

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The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

Historically Underutilized Businesses (HUBs) consist of minority, women and disabled business firms that are at least fifty-one percent owned and operated by an individual(s) of the categories. Also included in this category are disabled business enterprises and non-profit work centers for the blind and severely disabled.

Pursuant to G.S. 143B-1361(a), 143-48 and 143-128.4, the State invites and encourages participation in this procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. This includes utilizing subcontractors to perform the required functions in this RFP. Any questions concerning NC HUB certification, contact the [North Carolina Office of Historically Underutilized Businesses](#) at (919) 807-2330. The Vendor shall respond to question a) and b) below.

a) Is Vendor a Historically Underutilized Business?  Yes  No

b) Is Vendor Certified with North Carolina as a Historically Underutilized Business?  Yes  No

**ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION**

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The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

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a) Is Vendor a Historically Underutilized Business?  Yes  No

b) Is Vendor Certified with North Carolina as a Historically Underutilized Business?  Yes  No



North Carolina  
Department of Administration  
Office for Historically Underutilized Businesses

Machelle Sanders  
*Secretary*

Tammie Hall  
*Director*

June 11, 2020

Spurgeon Robinson  
MPACT Strategic Consulting LLC (Minority Owned)  
4635 Southwest Freeway  
Suite 700  
Houston, TX 77027

Dear Spurgeon Robinson:

The Office for Historically Underutilized Businesses (HUB Office) is pleased to inform you that your company is now certified as a Historically Underutilized Business. Your firm is listed in the Statewide Uniform Certification (SWUC) Program database. This certification will remain in effect for four (4) years from the date of this letter.

You must notify the HUB Office in writing within 30 days of any changes affecting your compliance with SWUC Program eligibility requirements, including changes in ownership, day-to-day management and operational control. Failure to notify the HUB Office of these changes or reapply for certification in a timely manner may cause your HUB Certification to be revoked. In addition, please be advised your status may be changed if there is a 3rd party challenge granted against your firm. The link to the HUB Office 3rd party challenge form can be located at <http://www.doa.nc.gov/hub/documents/ThirdpartyEligibilityChallengerev080811.pdf>. All information submitted to the Office for Historically Underutilized Business is subject to audit and review.

The HUB Office collaborates with local Minority/Women/Small Business (M/W/SBE) Offices who offer assistance to certified HUB firms with identifying contract opportunities with state and local government. Many of these offices also offer assistance with business development. Please visit our website at <http://www.doa.nc.gov/hub/programs.aspx?pid=swuc> to locate the local office near you. Another great resource is the Small Business and Technology Development Center at [www.sbtcd.org](http://www.sbtcd.org) for free personalized business assistance and counseling.

It is important to note that although your status as a certified HUB firm greatly improves your access to state and local government contracts, this certification does not guarantee contract awards. Your ability to research opportunities and bid competitively will be important to your success in this program. We are committed to assisting you through the process with the completion of the Preliminary Business Development and Supportive Services Assessment Survey, located on the HUB Office website under the Certification Tab. The information will provide an overview of your company which will assist us in appropriately aligning contract opportunities that you are ready, willing and able to pursue.

Thank you for your interest and participation in the SWUC Program as a Historically Underutilized Business firm with the State of North Carolina.

Sincerely,

***Tammie Hall***

Tammie Hall  
Director



STATE OF NORTH CAROLINA  
DEPARTMENT OF TRANSPORTATION

ROY COOPER  
GOVERNOR

JAMES H. TROGDON, III  
SECRETARY

May 28, 2020

MPACT STRATEGIC CONSULTING LLC

**President: Spurgeon Robinson**  
4635 Southwest Freeway, Suite 700  
Houston, TX 77027

**SUBJECT: Approval of DBE Certification - Vendor # 118223**

Dear Spurgeon Robinson:

Your application for certification as a Disadvantaged Business Enterprise (DBE) has been approved by the NC Department of Transportation; and is effective upon receipt of this letter.

Your firm has been approved for the following NAICS Code(s):

**236220 - Commercial and Institutional Building Construction**  
**541350 - Building Inspection Services**  
**541611 - Administrative Management and General Management Consulting Services**  
**541620 - Environmental Consulting Services**  
**624230 - Emergency and Other Relief Services**

In order to remain as an eligible DBE, your firm will be required to submit a *Declaration of No Change* and the firm's most recent Federal Business taxes to this office by your anniversary month date of **May 31, 2021**.

Failure to submit the requested documents on an annual basis may result in removal of your firm's DBE certification. The *Declaration of No Change* will attest to the fact that no changes have occurred that would affect your status as a DBE and that your personal net worth has not exceeded \$1.32 million as required by federal regulations for economically disadvantaged individuals. We will confirm that your business continues to remain under the business size limits as determined by the Small Business Administration and DBE size limit of \$23.98 million dollars. This will be determined by averaging the firm's gross receipts over a three-year period. The Office of Civil Rights will provide you with the appropriate forms at least 30 days prior to the anniversary date of your certification.

*Mailing Address:*  
NC DEPARTMENT OF TRANSPORTATION  
OFFICE OF CIVIL RIGHTS  
1511 MAIL SERVICE CENTER  
RALEIGH, NC 27699

*Telephone:* (984) 233-9094  
*Fax:* (919) 508-1818  
*Customer Service:* 1-877-368-4968

*Website:* [www.ncdot.gov](http://www.ncdot.gov)


*Location:*  
12033 E. INDEPENDENCE BLVD.  
SUITE F  
MATTHEWS, NC 28104

Should you experience any changes in ownership, management responsibility, specialty, address and/or telephone numbers, you are required to notify this office in writing within 30 days of the change. Failure to inform this office of a change may result in removal of your firm from DBE certified status.

As a certified firm, you are now eligible to receive supportive services through our Business Opportunity and Workforce Development (BOWD) Unit. For more information regarding supportive services, please contact our BOWD Unit at [BOWD@ncdot.gov](mailto:BOWD@ncdot.gov) or at 919-508-1885.

Please note that DBE certification status is not considered pre-qualification to bid, or approval to perform work for the Department of Transportation. To become pre-qualified to bid on Department of Transportation projects, or to be approved as a subcontractor, please email [prequal@ncdot.gov](mailto:prequal@ncdot.gov). Thank you for your participation in the DBE Program. If you have any questions, then please contact me directly at [bcllee1@ncdot.gov](mailto:bcllee1@ncdot.gov).

Sincerely,

DocuSigned by:  
  
34443ACA53074A9...

Brandon Lee

DBE Certification Officer  
118223

*Mailing Address:*  
NC DEPARTMENT OF TRANSPORTATION  
OFFICE OF CIVIL RIGHTS  
1511 MAIL SERVICE CENTER  
RALEIGH, NC 27699

*Telephone:* (984) 233-9094  
*Fax:* (919) 508-1818  
*Customer Service:* 1-877-368-4968

*Website:* [www.ncdot.gov](http://www.ncdot.gov)

*Location:*  
12033 E. INDEPENDENCE BLVD.  
SUITE F  
MATTHEWS, NC 28104



North Carolina  
Department of Administration  
Office for Historically Underutilized Businesses

Pamela B. Cashwell  
*Secretary*

Tammie Hall  
*Director*

January 29, 2022

John Groom  
Stafford Act and Disaster Recovery Servi (Minority Owned)  
1951 Stella Lake St.  
Suite 26  
Las Vegas, NV 89106

Dear John Groom:

The Office for Historically Underutilized Businesses (HUB Office) is pleased to inform you that your company is now certified as a Historically Underutilized Business. Your firm is listed in the Statewide Uniform Certification (SWUC) Program database. This certification will remain in effect for four (4) years from the date of this letter.

You must notify the HUB Office in writing within 30 days of any changes affecting your compliance with SWUC Program eligibility requirements, including changes in ownership, day-to-day management and operational control. Failure to notify the HUB Office of these changes or reapply for certification in a timely manner may cause your HUB Certification to be revoked. In addition, please be advised your status may be changed if there is a 3rd party challenge granted against your firm. The link to the HUB Office 3rd party challenge form can be located at <https://files.nc.gov/ncdoa/documents/ThirdpartyEligibilityChallengerev080811.pdf>. All information submitted to the Office for Historically Underutilized Business is subject to audit and review.

The HUB Office collaborates with local Minority/Women/Small Business (M/W/SBE) Offices who offer assistance to certified HUB firms with identifying contract opportunities with state and local government. Many of these offices also offer assistance with business development. Please visit our website at <http://www.doa.nc.gov/hub/programs.aspx?pid=swuc> to locate the local office near you. Another great resource is the Small Business and Technology Development Center at [www.sbtcd.org](http://www.sbtcd.org) for free personalized business assistance and counseling.

It is important to note that although your status as a certified HUB firm greatly improves your access to state and local government contracts, this certification does not guarantee contract awards. Your ability to research opportunities and bid competitively will be important to your success in this program. We are committed to assisting you through the process with the completion of the Preliminary Business Development and Supportive Services Assessment Survey, located on the HUB Office website under the Certification Tab. The information will provide an overview of your company which will assist us in appropriately aligning contract opportunities that you are ready, willing and able to pursue.

Thank you for your interest and participation in the SWUC Program as a Historically Underutilized Business firm with the State of North Carolina.

Sincerely,  
Tammie Hall  
  
Tammie Hall  
Director



North Carolina  
Department of Administration  
Office for Historically Underutilized Businesses  
North Carolina Small Business Enterprise Certification

Pamela B. Cashwell  
*Secretary*

Tammie Hall  
*Director*

May 11, 2022

John Groom  
Stafford Act and Disaster Recovery Servi  
1951 Stella Lake St.  
Suite 26  
Las Vegas, NV 89106

Dear John Groom:

The NC Small Business Enterprise Program (NCSBE) is pleased to inform you that your company is now certified as a NC Small Business Enterprise firm. This NCSBE certification remains in effect for a duration of 4 years.

If there are any changes in your business (including business name), you must notify the NCSBE Program Office in writing within 30 days of changes which affect your compliance with the NCSBE Program eligibility standards listed below, including any changes in ownership, the day-to-day management or operational control.

The eligibility requirements are as follows:

- The business must be headquartered in North Carolina.
- The business' annual income does not exceed \$1,500,000, after cost of Goods Sold is deducted.
- The business must have less than 100 employees.
- The business must be organized for profit.

Failure to notify the NCSBE office of any of these changes or to apply for recertification in a timely manner, may result in a revocation of your NCSBE certification. In addition, all information submitted to the NC Small Business Enterprise Program is subject to audit and review.

The NCSBE Office collaborates with certified NCSBE vendors to identify contract opportunities with state and local government. It is important to note that although your status as a certified NCSBE firm improves your access to state and local government contracts, this certification does not guarantee contract awards. For additional information, visit our web site at <https://ncadmin.nc.gov/businesses/hub>.

Welcome to the NC Small Business Enterprise Program!

Sincerely,  
Iris Ramirez Reese  
NCSBE Manager

# WBENC

WOMEN'S BUSINESS ENTERPRISE  
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

hereby grants

# National Women's Business Enterprise Certification

to

Stafford Act and Disaster Recovery Services, Ltd DBA Stafford Act and DR Services

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).  
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

WBENC National WBE Certification was processed and validated by Women's Business Enterprise Council - West, a WBENC Regional Partner Organization.

Certification Granted: August 20, 2019

Expiration Date: August 31, 2022

WBENC National Certification Number: WBE1901821



Authorized by Pamela Williamson, President &  
CEO Women's Business Enterprise Council -  
West

**WBENC WEST**  
WOMEN'S BUSINESS ENTERPRISE COUNCIL  
JOIN FORCES. SUCCEED TOGETHER.

NAICS: 541611, 236115, 238990, 541618, 624230, 925110  
UNSPSC: 80101600







WOMEN'S BUSINESS ENTERPRISE  
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

**HEREBY GRANTS  
WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO**

**Stafford Act and Disaster Recovery Services, Ltd DBA Stafford Act and DR Services**

The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at [www.sba.gov/wosb](http://www.sba.gov/wosb).

The WOSB Certification expires on the date herein unless there is a change to the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.

|   |
|---|
| Majority Female Owner: lleetha Groom                                      |
| NAICS: 541611, 236115, 238990, 541618, 624230, 925110<br>UNSPSC: 80101600 |
| Certification Number: WOSB191296  |
| Renewal Date: August 20, 2022   |
| SBA WOSB Expiration Date: 8/31/2023                                       |



*Pamela Williamson, Ph.D*

Pamela Williamson, Women's Business  
Enterprise Council - West President & CEO

*Pamela A. Prince-Easton*

Pamela Prince-Easton, WBENC President & CEO

*LaKesha White*

LaKesha White, Vice President, Certification

# Texas Historically Underutilized Business (HUB) Certificate



Certificate/VID Number: 1811402761000  
Approval Date: November 12, 2021  
Scheduled Expiration Date: October 27, 2024

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

## KSBR, LLC

has successfully met the established requirements of the State of Texas Historically Underutilized Business (HUB) Program to be recognized as a HUB. This certificate printed **November 12, 2021**, supersedes any registration and certificate previously issued by the HUB Program. If there are any changes regarding the information (i.e., business structure, ownership, day to day management, operational control, business location) provided in the submission of the business; application for registration/certification as a HUB, you must immediately (within 30 days of such changes) notify the HUB Program in writing. The CPA reserves the right to conduct a compliance review at any time to confirm HUB eligibility. HUB certification may be suspended or revoked upon findings of ineligibility.

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*Statewide HUB Program  
Statewide Procurement Division*

Note: In order for State agencies and institutions of higher education (universities) to be credited for utilizing this business as a HUB, they must award payment under the Certificate/VID Number identified above. Agencies, universities and prime contractors are encouraged to verify the company's HUB certification prior to issuing a notice of award by accessing the Internet (<http://www.comptroller.texas.gov/procurement/divisions>) and contacting the HUB Program at 512-462-5072 or toll free in Texas at 1-800-

863-5881.



U.S. SMALL BUSINESS ADMINISTRATION  
WASHINGTON, DC 20416

Original  
Certification  
Date: 12/16/2021

Andrea Gievers - President/ sole member/ owner  
ARCOLA ENVIRONMENTAL LLC  
123 Kings Hill Rd,  
Walden, NY, 12586-2474

Dear Andrea Gievers:

Congratulations! Welcome to the HUBZone Program!

I am pleased to advise you that effective on the date of this letter, ARCOLA ENVIRONMENTAL LLC has been approved for certification as a "certified HUBZone small business concern." The firm is now eligible for HUBZone opportunities and will be identified as a certified HUBZone small business concern in SBA's Dynamic Small Business Search (DSBS) database found at [Dynamic Small Business Search Tool](#). This certification will remain in effect for one year, unless: the firm acquires, is acquired by, or merges with another firm during that one-year period; the firm is performing a HUBZone contract and fails to attempt to maintain compliance with the minimum employee HUBZone residency requirement; or the firm voluntarily withdraws from the program. The information below sets forth requirements related to the firm's continued HUBZone eligibility and its responsibilities as a certified HUBZone small business concern.

As a certified HUBZone small business concern, the firm may receive program benefits, including eligibility for HUBZone set-aside awards, HUBZone sole source awards, the HUBZone Price Evaluation Preference in full and open competition, and HUBZone reserves. These benefits come with important responsibilities, including:

- Annually recertifying that the firm meets the HUBZone eligibility requirements. **The date of this letter is the firm's HUBZone certification date. Each year, you must recertify your firm's HUBZone eligibility as of the anniversary of this certification date.** For additional information, see the [Recertification Fact Sheet](#).
- Checking SBA's [HUBZone Map](#) to determine whether changes in HUBZone area designations will impact the firm's eligibility at the time of its annual recertification. Note that changes in HUBZone designations may critically affect the firm's ability to recertify its compliance with the HUBZone requirements that its principal office be located in a HUBZone and that at least 35% of its employees reside in HUBZones.
- Signing up to receive HUBZone News Updates by entering your email address at <https://public.govdelivery.com/accounts/USSBA/subscriber/new>. After entering your email address, expand the "SBA Initiatives" subscription topic, select "HUBZone News", and click "Next." This is the simplest single step you can take to remain up-to-date on key program changes that may affect the firm's eligibility.
- Complying with the limitations on subcontracting requirements and nonmanufacturer rule when performing any HUBZone contracts (see 13 C.F.R. §§ 126.700, 125.6, 121.406).
- "Attempting to maintain" compliance with the 35% HUBZone residency requirement during the performance of any HUBZone contracts. "Attempt to maintain" means making substantive and documented efforts, such as written offers of employment, published advertisements seeking employees, and attendance at job fairs, and applies only to firms that are performing a HUBZone set-aside contract or order, a HUBZone sole source award, a HUBZone reserve, or a contract where the HUBZone Price Evaluation Preference was applied (see 13 C.F.R. §§ 126.103, 126.200, 126.600). A certified HUBZone small business concern that has less than 20% of its total employees residing in HUBZones during the performance of a HUBZone contract has failed to attempt to maintain the HUBZone residency requirement and must immediately notify SBA.
- Notifying SBA within 30 days if the firm is acquired by, acquires, or merges with another firm.
- Keeping the firm's System for Award Management (SAM) and DSBS records up-to-date. These records must remain up-to-date in order for the firm to receive benefits from the HUBZone Program (i.e., to be identified by contracting officers as eligible to be awarded HUBZone contracts and to be paid under any such contracts). You must validate the firm's SAM information at least annually or its SAM registration will become inactive. If you need assistance in updating the firm's SAM or DSBS information, please go to the SAM Help Desk at <https://fsd.gov/fsd-gov/home.do>.
- Responding to notices from SBA, including but not limited to notices regarding program examinations, protests, proposed decertification actions, and recertification requirements. The HUBZone Program sends such notices to the firm's email address listed in its DSBS profile. If the firm fails to respond to these notices, SBA will propose the firm for decertification and may subsequently decertify it from the HUBZone Program. **Therefore, it is critical that you keep the firm's SAM and DSBS profiles current, including listing an active email address for contacting the firm, and check your email's SPAM folder to make sure that you are receiving emails from SBA.**

**Note:** All current Redesignated Areas will retain their HUBZone designation until **June 30, 2023**, in accordance with a final rule published by SBA on May 5, 2021 (86 FR 23863). For planning purposes, if the firm's principal office is located in a Redesignated Area or any of its employees reside in Redesignated Areas, you should consider actions to maintain program compliance after that date.

Specifically, the firm's address at 123 Kings Hill Rd Walden NY 12586 -2474 is in qualified 36071010600, which is within the expanded military base closure area USARC Stewart-Newburgh Base Type Army Installation, closed on 8/27/2010, and remaining HUBZone qualified until the results of the 2020 census that affect the eligibility of the HUBZone are released.

Additional information about the program is available at <https://www.sba.gov/federal-contracting/contracting-assistance-programs/hubzone-program>.

#### Misrepresentation

By bidding on any Federal solicitation that is set-aside or reserved for certified HUBZone small business concerns or for which a HUBZone price evaluation preference will be applied, the firm's submission of that offer is deemed to be a representation to the United States that the company is a certified HUBZone small business concern in compliance with the HUBZone Program requirements. ANY FIRM FOUND TO HAVE WILLFULLY MISREPRESENTED ITS HUBZONE STATUS IN OBTAINING SUCH AN AWARD MAY BE SUBJECT TO A RANGE OF CIVIL AND CRIMINAL PENALTIES, TREBLE DAMAGES UNDER THE FALSE CLAIMS ACT, AND/OR SUSPENSION OR DEBARMENT FROM FEDERAL CONTRACTING.

#### How to get the most out of the Program

Although the firm's status as a certified HUBZone small business concern greatly improves its access to Federal procurement opportunities, this certification does not guarantee contract awards. Your ability to research opportunities and competitively bid on them will be the key to your success in this program. I recommend you utilize the web resources described below, which are designed to help you maximize the HUBZone Program's benefits.

The "Contract Opportunities" function in SAM (<https://sam.gov/content/opportunities>) serves as a central listing for Federal procurement opportunities. Anyone interested in doing business with the government can use this system to search opportunities. In addition, the "Contract Data" function in SAM (<https://sam.gov/content/contract-data>) is a database accessible to the public at no cost and you may use it to learn about contract awards to businesses in various socioeconomic categories, including HUBZone. Please note that while your concern was approved under the primary North American Industry Classification System (NAICS) code found in your firm's SAM and DSBS profiles, you may be awarded contracts under other NAICS codes, as long as your firm is small under the size standard corresponding to the NAICS code assigned to the contract. You may benefit from researching and identifying potential HUBZone contracting opportunities outside your firm's primary NAICS code.

As a certified HUBZone small business concern, you may use the SBA digital icon (available at [SBA-GCBD ICON](#)) on your business' website, business cards, social media profiles, and in your capability statements and proposal bids. However, you MAY NOT use the digital icon to express or imply endorsement by SBA of any goods, services, entities, or individuals. Thus, the SBA digital icon may not be used on a company's letterhead, marketing materials, or advertising, whether paid or public service announcement, traditional or digital.

We wish you the best of luck as a certified HUBZone small business concern - your success will help improve the economic future of the HUBZone areas in which the firm operates and in which the firm's employees reside.

If at any time you have any questions about the HUBZone Program or how SBA may be able to support your business objectives, the HUBZone Office offers assistance via an interactive conference call where we can respond to general questions and concerns in real-time. For additional information, visit our website at <http://www.sba.gov/hubzone> or contact the HUBZone Help Desk at [HUBZone@sba.gov](mailto:HUBZone@sba.gov).

Respectfully,



Bruce D Purdy  
Deputy Director  
Office of HUBZone Program  
U.S. Small Business Administration

Email: [HubZone Helpdesk](#)

HUBZone Certification Number: 68643

Ref: IAF-19L

## Andrea Gievers

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**From:** SBA Certify Communications <certify.beta@sba.gov>  
**Sent:** Monday, September 20, 2021 5:00 PM  
**To:** Andrea Gievers  
**Subject:** Certification as a Woman Owned Small Business (WOSB)

Andrea Gievers

ARCOLA ENVIRONMENTAL LLC

123 KINGS HILL RD

WALDEN, NY 12586

Dear Andrea:

Congratulations! Your firm has been certified as a Women Owned Small Business WOSB by the U.S. Small Business Administration's (SBA) for the Women-Owned Small Business Federal Contract Program (WOSB Program), as set forth in Title 13, Part 127 of the Code of Federal Regulations (CFR).

Your firm must immediately notify SBA of any material changes that could affect its eligibility. 13 CFR 127.401. This notification must be in writing and must be uploaded into the firm's profile. Your firm must not misrepresent its WOSB certification status to any other party, including any local or State government contracting official or the Federal government or any of its contracting officials.

As a certified WOSB, there are valuable free resources available to you. These include:

- SBA Resource Partners: For general assistance on various topics, information on SBA programs, and upcoming small business events in your area. You can find your local resource partner by visiting: <https://www.sba.gov/tools/local-assistance>.

- WOSB Ready: For specific resources on government contracting and the WOSB Federal Contract Program please visit: <https://www.sba.gov/wosbready>

Should you have any questions about this process or the required documentation, please email [wosb@sba.gov](mailto:wosb@sba.gov).

Wishing you much success!

Sincerely,

Thomas McGrath,

Deputy Director

Office of Government Contracting