

COPY

Staff Augmentation for Community Development Block Grant Disaster Recovery (CDBG-DR) /Community Development Block Grant–Mitigation (CDBG-MIT) Expert Administrative Support

APRIL 20, 2020 | RFP #19-RFP-015046-GSX

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



ReBUILD NC



HGA

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Hunt, Guillot & Associates, LLC
9357 Interline Avenue
Baton Rouge, LA 70809
225.927.6825 Office
225.927.6850 Fax
information@hga-llc.com
www.hga-llc.com

April 17, 2020

North Carolina Department of Public Safety
Purchasing and Logistics
3030 Hammond Business Place
Raleigh, NC 27603

Attention: Sherri Garte

Subject: Proposal for Staff Augmentation for
CDBG-DR/CDBG-MIT Expert Administrative Support
HGA Proposal No. P.320139.00.0

Dear Ms. Garte:

The HGA Team is pleased to provide this proposal to provide staff augmentation to support the North Carolina Office of Recovery and Resiliency (NCORR) in its effort to develop and implement Department of Housing and Urban Development (HUD) Community Development Block Grant–Disaster Recovery (CDBG-DR) and Community Development Block Grant–Mitigation (CDBG-MIT) grant programs for North Carolinians who experienced damages related to Hurricanes Matthew and Florence. Our Team has been providing similar services to NCORR for the last 10 months, and our Team has also worked with other similarly-sized HUD grantees in similar staffing roles to ensure that their programs remained HUD-compliant. Our Team is committed to providing **fast, compliant, accurate expert administrative support** to move funds out the door quickly and get people back into their homes and communities.

The HGA Team will provide NCORR with the same seasoned, professional supplemental staff who have already been performing most of the tasks described in the Scope of Work of the Request for Proposal (RFP). Our staff members have also been providing the type of knowledge transfer that NCORR is seeking, so that over time, NCORR staff can assume responsibility for the positions requested in this RFP. We are also offering a new group of experienced staff for newly-added scope of work areas, and to expand the level of support provided to NCORR as needed.

In addition to providing NCORR with a deep programmatic knowledge of CDBG-DR/MIT best practices, rules, regulations, and waiver capabilities, our Team has direct experience setting up implementing, overseeing, and closing out multi-disaster housing, infrastructure, and economic development recovery programs, including NCORR's own programs.

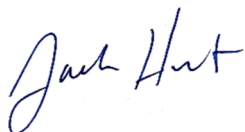
Due to our experience supporting NCORR over the past year, we thoroughly understand the challenges and pressing issues that North Carolina and NCORR face—operationally, logistically, politically, and publicly. They are working to implement a series of robust recovery programs for disaster survivors and their communities, dealing with changing requirements and circumstances and working to improve programs over time to provide better service.

Each HGA Team member brings specific skills and expertise that NCORR seeks in this RFP. Our Team includes **HGA**, a prime contractor with significant CDBG-DR experience in program management, housing, and infrastructure; and subcontractors GCR, Inc. (**GCR**); Mpact Strategic Consulting, LLC (**Mpact**); and Stafford Act and Disaster Recovery Services Ltd. (**SA-DR**). Mpact is an 8(a) small business and has recently applied for disadvantaged business enterprise (DBE) status with the State of North Carolina. SA-DR is a woman-owned business enterprise (WBE) and a Woman-Owned Small Business Enterprise (WOSB) certified by the Women's Business Enterprise National Council. SA-DR holds a Certificate of Authority in North Carolina and is currently pursuing a historically underutilized business (HUB) certification from the State of North Carolina.

HGA currently holds a Certificate of Authority to Transact Business in North Carolina. We have not identified any potential conflicts of interest regarding the work addressed in this proposal. Should any conflicts be identified in the future, we would work with NCORR to determine steps to prevent or mitigate them.

Thank you for the opportunity to provide this proposal. I have the authority to bind HGA and to answer questions. If you have any questions about our proposal, please contact me at (225) 927-6825 or via e-mail at jhunt@hga-llc.com.

Sincerely,



Jack Hunt
Vice President, Program Management

Staff Augmentation for 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-015046-GSX**

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.

April 20, 2020
Proposal #P.320139.00.0


9357 Interline Ave.
Baton Rouge, LA 70809
www.hga-llc.com

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Execution Pages

The HGA Team has provided the signed execution pages on the following pages. We have provided the signed Addendum 1, and the complete RFP with our company name at the top of all pages.

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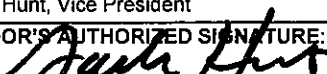
STATE OF NORTH CAROLINA
Division of North Carolina Office of Recovery and Resiliency

Refer <u>ALL</u> Inquiries regarding this RFP to: Sherri Garte	Request for Proposal #19-RFP-015046-GSX
	Proposals will be publicly opened: April 20, 2020
Contract Type: Open Market	Using Agency: North Carolina Office of Recovery and Resiliency
Commodity No. and Description: 958-77 Project Management Services	Requisition No.: N/A

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 certifies 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 that it is not an ineligible Vendor as set forth in G.S. 143-59.1. False certification is a Class 1 felony. 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 your entire organization and its employees or agents, that you are not aware that any such gift has been offered, accepted, or promised by any employees of your organization. As required by 2 CFR § 200.317, 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 2 CFR § 200.318-.326. As required by the Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended), the undersigned vendor certifies that by applying or bidding 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 take place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient.

Failure to execute/sign proposal prior to submittal shall render proposal invalid and it WILL BE REJECTED. Late proposals cannot be accepted.

COMPLETE/FORMAL NAME OF VENDOR: Hunt, Guillot & Associates, LLC		
STREET ADDRESS: 603 Reynolds Drive	P.O. BOX: 580	ZIP: 71273
CITY & STATE & ZIP: Ruston, LA 71270	TELEPHONE NUMBER: 225-927-6825	TOLL FREE TEL. NO: 1-866-255-6825
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR: Jack Hunt, Vice President	FAX NUMBER: 318-255-8591	
VENDOR'S AUTHORIZED SIGNATURE: 	DATE: 4/17/20	EMAIL: jhunt@hga-llc.com

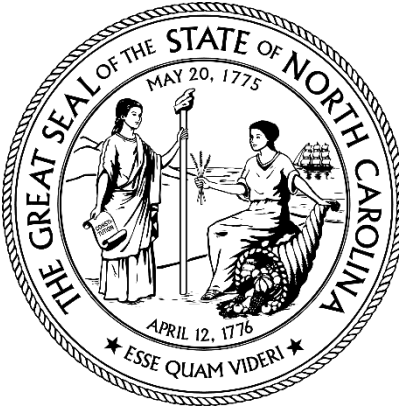
Offer valid for at least 90 days from date of proposal opening, unless otherwise stated here: _____ days. After this time, any withdrawal of offer shall be made in writing, effective upon receipt by the agency issuing this RFP.

ACCEPTANCE OF PROPOSAL

If any or all parts of this proposal are accepted by the State of North Carolina, an authorized representative of the Department of Public Safety (DPS) shall affix his/her signature hereto and this document and all provisions of this RFP along with the Vendor proposal response and the written results of any negotiations shall then constitute the written agreement between the parties. A copy of this acceptance will be forwarded to the successful Vendor(s). *This procurement complies with the State's own procurement laws, rules and procedures per 2 CFR § 200.317.*

FOR STATE USE ONLY: Offer accept and Contract awarded this _____ day of _____, 2020, as indicated on the attached certification, by _____ **Authorized Representative of DPS)**

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STATE OF NORTH CAROLINA

North Carolina Office of Recovery and Resiliency

Request for Proposal #: 19-RFP-015046-GSX

NCORR Staff Augmentation:

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

Date of Issue: March 30, 2020

Proposal Opening Date: April 20, 2020

At 02:00 PM ET

PLEASE NOTE: The DPS Purchasing & Logistics office is making every effort to minimize coronavirus contagion. While all bid openings are public events, and they will continue to be conducted in our offices as scheduled, we are strongly urging vendors to forego attendance at bid openings if possible. As an alternative, please remember that tabulations of all bid openings are available on the Interactive Purchasing System website by close of business on the day of opening.

Direct all inquiries concerning this RFP to:

Sherri Garte

NCORR Procurement Director

Email: sherri.garte@ncdps.gov

Phone: 919-324-6228

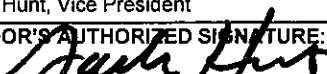
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VENDOR'S AUTHORIZED SIGNATURE: 	DATE: 4/17/20	EMAIL: jhunt@hga-llc.com

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If any or all parts of this proposal are accepted by the State of North Carolina, an authorized representative of the Department of Public Safety (DPS) shall affix his/her signature hereto and this document and all provisions of this RFP along with the Vendor proposal response and the written results of any negotiations shall then constitute the written agreement between the parties. A copy of this acceptance will be forwarded to the successful Vendor(s). *This procurement complies with the State's own procurement laws, rules and procedures per 2 CFR § 200.317.*

FOR STATE USE ONLY: Offer accept and Contract awarded this _____ day of _____, 2020, as indicated on the attached certification, by _____ **Authorized Representative of DPS)**

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1.0 PURPOSE AND BACKGROUND

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 and management, and project management services for current and anticipated Community Development Block Grant for Disaster Recovery (CDBG-DR) and/or Community Development Block Grant-Mitigation (CDBG-MIT) grants to the State of North Carolina. The State of North Carolina (the State) has received approximately \$236.5 million in CDBG-DR awards to date for Hurricane Matthew (DR-4285). The State has also received approximately an additional \$168 million for mitigation projects, and, following Hurricane Florence (DR-4393), North Carolina has been awarded approximately \$542 million in CDBG-DR funds. To meet the unprecedented challenge of recovering from two major disasters in two years, 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 and CDBG-MIT awards to the State 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. The agency 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 will 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 of small rental properties and multi-family rental housing units; buyouts and acquisition of flood-prone residential properties; the small business recovery loan program; a code compliance program; a construction trades program; and any other Action Plan-defined program on the publicly available 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/>.

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

2.0 GENERAL INFORMATION

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 RESERVED E-PROCUREMENT

This RFP does not incorporate the e-procurement fee. See Paragraph 16 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, the State's 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 2.5 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 process, the State rejects and will not be required to evaluate or consider any additional or modified terms and conditions submitted with Vendor’s proposal. 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. **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.**

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	March 30, 2020
Submit Written Questions	Vendor	April 9, 2020 2:00 pm ET
Response to Questions	State	April 13, 2020
Submit Proposals	Vendor	April 20, 2020 2:00 pm ET
Presentation (optional)	Vendor	TBD
Contract Award	State	TBD
Contract Effective Date	State	TBD

2.5 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 above due date.

Written questions shall be emailed to sheri.garte@ncdps.gov by the date and time specified above. Vendors should enter “RFP #19-RFP-015046-GSX. Questions” as the subject for the email. Questions submittals should include a reference to the applicable RFP section and be submitted in a format shown below:

Reference	Vendor Question
RFP Section, Page Number	Vendor question ...?

Questions received prior to the submission deadline date, the State’s response, and any additional terms deemed necessary by the State will be posted in the form of an addendum to the Interactive Purchasing System (IPS), <http://www.ips.state.nc.us>, 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 an Addendum to this RFP.

2.6 PROPOSAL SUBMITTAL

IMPORTANT NOTE: This is an absolute requirement. Vendor shall bear the risk for late submission due to unintended or unanticipated delay—whether submitted electronically, delivered by hand, U.S. Postal Service, courier or other delivery service. It is the Vendor’s sole responsibility to ensure its proposal has been submitted to this Office by the specified time and date of opening. The time and date of submission will be marked on each proposal when received. Any proposal-submitted after the proposal deadline will be rejected.

Office Address of delivery by any other method (special delivery, overnight, or any other carrier).

PROPOSAL NUMBER: #19-RFP-015046-GSX
Attn: Sherri Garte
North Carolina Department of Public Safety
Purchasing and Logistics
3030 Hammond Business Place
Raleigh, NC 27603

Vendors shall deliver one (1) signed, original executed response and two (2) copies of the signed original executed quote to the address identified in the table in this Section. Also include (1) one electronic copy on a flash drive that is not password protected. Address package and insert quote number as shown in the table above.

Proposal number shall be marked on the outside of the sealed envelope with the Vendor's name and date and time of opening.

IMPORTANT NOTE: It is the responsibility of Vendor to have the signed quote physically in this Office by the specified time and date of opening, regardless of the method of delivery. This is an absolute requirement. The time of delivery will be marked on each quote when received, and any quote received after the submission deadline will not be accepted or evaluated. Sealed quotes, subject to the conditions made a part hereof, will be received at the address indicated in the table in this Section, for furnishing and delivering the commodity as described herein.

Critical updated information may be included in Addenda to this RFP. It is important that all Vendors proposing on this RFP periodically check the State's IPS website for any Addenda that may be issued prior to the bid opening date. All Vendors shall be deemed to have read and understood all information in this RFP and all Addenda thereto.

Contact with anyone working for or with the State regarding this RFP other than the State Contract Lead named on the face page of this RFP in the manner specified by this RFP shall constitute grounds for rejection of said Vendor's offer, at the State's election.

2.7 PROPOSAL CONTENTS

Vendors shall populate all attachments of this RFP that require Vendor to provide information and include an authorized signature where requested. 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 and signed version of ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR
- j) Completed and signed version of ATTACHMENT E: CERTIFICATION OF FINANCIAL CONDITION
- k) Completed and signed version of ATTACHMENT F: SUPPLEMENTAL VENDOR INFORMATION

2.8 ALTERNATE PROPOSALS

Vendor may submit alternate proposals for various methods or levels of service(s) or that propose different options. Alternate proposals must specifically identify the RFP requirements and advantage(s) addressed by the alternate proposal. Any alternate proposal, in addition to the marking described above, must be clearly marked with the legend: "Alternate Proposal #19-RFP-015046-GSX." Each proposal must be for a specific set of Services and must include specific pricing. If Vendor chooses to respond with various service offerings, each must be offered with a separate price and be contained in a separate proposal document. Each proposal must be complete and independent of other proposals offered.

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

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.

At that date and time, the proposal from each responding firm will be opened publicly and the name of the Vendor and total cost offered will be announced. 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 score.
- 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 give 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 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

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 2.5.

4.1 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.

4.2 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.

4.3 ANTICIPATED PAYMENT STRUCTURE

It is anticipated that the payment structure of the contract awarded from this RFP will be based on a time and material basis 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.

4.4 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 Lead in hard copy on the Contractor'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.

4.5 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.

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.
- d) 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.
- e) 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).
- f) 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.

5.0 SCOPE OF WORK

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 report on-site between the hours of 8-5 to the NCORR location in Durham, NC. Office space will be provided by NCORR for the awarded Vendor. NCORR will provide IT support including computer workstations, e-mail accounts, and data storage as necessary. 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.

By executing this RFP Vendor acknowledges that it agrees with the following statement: "The personnel included in this bid 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 will not be expected to bring these systems with them, but will be

expected to become proficient in using them and may be asked to help in setting up new systems, separate from the SOR, for financial management and reporting.

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 task 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 prime contracting firms, the Construction Management firm, or the firms procured by subrecipients, including awards, environmental reviews, damage 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, 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

Seven (7) CDBG-DR/MIT Planning and Policy Subject Matter Experts (SMEs)— Services provided by the SMEs will include, but not be limited to, drafting program policies, standard operating procedures, job aids, guidebooks, forms, field memoranda and guidance documentation for NCORR review and approval. 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 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

One (1) Planning SME

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 and/or 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) Small Rental Repair SME

The Small Rental Repair SME shall develop, draft, and maintain NCORR's Small Rental Repair Policies. Small Rental Repair SME should have substantial knowledge of NCORR's policies and practices related to Small Rental, and may draft and maintain Standard Operating Procedures related to the Small Rental program. The Small Rental SME may be asked to conduct additional work as needed to implement the Small Rental program.

Small Rental 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.

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) Construction Trades/Code Enforcement SME

Construction Trades and Code Enforcement SME will assist in the design and implementation of NCORR's Code Enforcement and Construction Trades programs, drafting program Policies and Standard Operating Procedures for the Affordable Housing program, and assisting in program implementation as needed.

The Construction Trades and 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 6

One (1) CDBG-DR Environmental Review Specialist— 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

One (1) 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 off 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* 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

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.

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

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Vendor: Hunt, Guillot & Associates, LLC (HGA)

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.

ATTACHMENTS TO THIS RFP BEGIN ON THE FOLLOWING PAGE

ATTACHMENT A: PRICING

COST OF VENDOR’S OFFER

The Price Proposal should consist of hourly contract rates fully inclusive of salary, overhead, travel outside of the home office and expenses. No additional costs will be paid.

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	Estimated Maximum Hours	Subtotal	Task Total	
Task 1					
DRGR Support Staff (1)	\$	2000	\$	\$	
DRGR Support Staff (2)	\$	2000	\$	\$	Task 1 Total
Task 2					
Relocation Specialist (1)	\$	2000	\$	\$	Task 2 Total
Task 3					
Buyout Subject Matter Expert (1)	\$	2000	\$	\$	Task 3 Total
Task 4					
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	\$		
Task 5					
5.a Finance and Compliance SME (1)	\$	2000	\$		
5.b Housing Programs SME (1)	\$	2000	\$		
5.b Housing Programs SME (1)	\$	2000	\$		
5.c Planning SME (1)	\$	2000	\$		
5.d Small Rental Repair SME (1)	\$	2000	\$		
5.e Affordable Housing SME (1)	\$	2000	\$		
5.f Construction Trades/Code Enforcement SME (1)	\$	2000	\$		
Task 6					
CDBG-DR Environmental Review Specialist (1)	\$	2000	\$	\$	Task 6 Total

Task 7					
CDBG-DR Infrastructure Specialist (1)	\$	2000	\$	\$	Task 7 Total
Task 8					
Reporting Specialist	\$	2000	\$	\$	Task 8 Total
Task 9					
Housing Recovery Program Specialist	\$	4000	\$	\$	Task 9 Total
Task 10					
As-Needed Project Managers	\$	4000	\$	\$	Task 10 Total
				\$	Initial Term NTE

COST COMPONENTS OF EACH OPTIONAL 6 MONTH EXTENSION

Task/Title	Hourly Billing Rate	Estimated Maximum Hours	Subtotal	Task Total	
Task 1					
DRGR Support Staff (1)	\$	2000	\$	\$	
DRGR Support Staff (2)	\$	2000	\$	\$	Task 1 Total
Task 2					
Relocation Specialist (1)	\$	2000	\$	\$	Task 2 Total
Task 3					
Buyout Subject Matter Expert (1)	\$	2000	\$	\$	Task 3 Total
Task 4					
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	\$		
Task 5					
5.a Finance and Compliance SME (1)	\$	2000	\$		
5.b Housing Programs SME (1)	\$	2000	\$		
5.b Housing Programs SME (1)	\$	2000	\$		
5.c Planning SME (1)	\$	2000	\$		
5.d Small Rental Repair SME (1)	\$	2000	\$		
5.e Affordable Housing SME (1)	\$	2000	\$		

5.f Construction Trades/Code Enforcement SME (1)	\$	2000	\$	\$	Task 5 Total
Task 6					
CDBG-DR Environmental Review Specialist (1)	\$	2000	\$	\$	Task 6 Total
Task 7					
CDBG-DR Infrastructure Specialist (1)	\$	2000	\$	\$	Task 7 Total
Task 8					
Reporting Specialist	\$	2000	\$	\$	Task 8 Total
Task 9					
Housing Recovery Program Specialist	\$	4000	\$	\$	Task 9 Total
Task 10					
As-Needed Project Managers	\$	4000	\$	\$	Task 10 Total
				\$	Each Optional Term NTE

	Total Estimated Maximum # of Hours of Effort for all five (5) potential Contract Terms	Total not-to-exceed price for all five (5) potential Contract Terms
Summation of Cost Components for all Five Potential Contract Terms		\$

ATTACHMENT B: INSTRUCTIONS TO VENDORS

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 shall render the proposal non-responsive, and it will 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:** To support the sustainability efforts of the State of North Carolina we solicit your cooperation in this effort. Pursuant to Executive Order 156 (1999), it is desirable that all print responses submitted meet the following:

- All copies of the proposal are printed double sided.
- All submittals and copies are printed on recycled paper with a minimum post-consumer content of 30%.
- Unless absolutely necessary, all proposals and copies should minimize or eliminate use of non-recyclable or non-reusable materials such as plastic report covers, plastic dividers, vinyl sleeves, and GBC binding. Three-ringed binders, glued materials, paper clips, and staples are acceptable.
- Materials should be submitted in a format which allows for easy removal, filing and/or recycling of paper and binder materials. Use of oversized paper is strongly discouraged unless necessary for clarity or legibility.

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. **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 awarded by the Division of Purchase and Contract, or awarded by an agency in an awarded amount of at least \$25,000, a Vendor shall submit a written request addressed to the State Purchasing Officer at: Division of Purchase and Contract, 1305 Mail Service Center, Raleigh, NC 27699-1305. A protest request related to an award amount of less than \$25,000 shall be sent to the purchasing officer of the agency that issued the award. 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. Proposal 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**: Proposals that have been delivered by hand, U.S. Postal Service, courier or other delivery service may be withdrawn **only** in writing and if receipt is acknowledged by the office issuing the RFP prior to the time for opening proposals identified on the cover page of this RFP (or such later date included in an Addendum to the RFP). 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 the Division of Purchase and Contract.
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.
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**: 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 AND DEFAULT:

- a) It is anticipated that the tasks and duties undertaken by the Vendor shall include services or the manufacturing, furnishing, or development of goods and other tangible features or components as deliverables that are directly correlated and/or ancillary to the services performed. Except as provided immediately below, and unless otherwise mutually agreed in writing prior to award, any service deliverables or ancillary services provided by Vendor in performance of the contract shall remain property of the State. During performance, Vendor may provide proprietary components as part of the service deliverables that are identified in the solicitation response. Vendor grants the State a personal, permanent, non-transferable license to use such proprietary components of the service deliverables and other functionalities, as provided under this Agreement. 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 its services under the contract in the same or similar manner provided to comparable users. The State shall notify the Vendor of any defects or deficiencies in performance of its services or failure of service deliverables to conform to the standards and specifications provided in this solicitation. Vendor agrees to remedy defective performance or any nonconforming deliverables upon timely notice provided by the State.
- b) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under this Agreement and in confidence as may be further provided herein. Vendor or its suppliers shall at a minimum, and except as otherwise specified and agreed herein, provide assistance to the State related to all services performed or deliverables procured hereunder during the State's normal business hours. Vendor warrants that its support, customer service, and assistance will be performed in accordance with generally accepted and applicable industry standards.
- c) If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, the State shall have the right to terminate the Contract by giving written notice to the Vendor and specifying the effective date thereof. In that event, any or all finished or unfinished deliverables under the Contract prepared by the Vendor shall, at the option of the State, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any acceptable work completed as to which the 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 may require at any time a performance bond or other acceptable alternative performance guarantees from a Vendor without expense to the State.
- d) In the event of default by the Vendor, the State may procure the goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. In addition, 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, immediately terminate the Contract for cause, and may take action to debar the Vendor from doing future business with the State.

2. 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 Contract Lead at once, in writing, indicating the specific regulation which required such alterations. The State reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the Contract.

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

4. 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.

5. SITUS AND GOVERNING LAWS: This Contract is made under and shall be governed and construed in accordance with the laws of the State of North Carolina, without regard to its conflict of laws rules, and within which State all matters, whether sounding in Contract or tort or otherwise, relating to its validity, construction, interpretation and enforcement shall be determined.

6. 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 using 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 that card (Visa, MasterCard, etc.) from other customers, and it shall be accepted by the Vendor for payment under the same terms and conditions as any other method of payment accepted by the Vendor. If payment is made by procurement card, then payment may be processed immediately by the Vendor.

7. AFFIRMATIVE ACTION: The Vendor will take affirmative action in complying with all Federal and State requirements concerning fair employment and employment of people with disabilities and concerning the treatment of all employees without regard to discrimination on the basis of any prohibited grounds as defined by Federal (including but not limited to 41 CFR § 60-1.4) and State law.

8. CONDITION AND PACKAGING: Unless otherwise provided by special terms and conditions or specifications, it is understood and agreed that any item offered or shipped has not been sold or used for any purpose and shall be in first class condition. All containers/packaging shall be suitable for handling, storage or shipment.

9. 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 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 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 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, infringes on a patent, copyright, trademark or violates 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 if any claim by a third party against the State for infringement or misappropriation results from the State's material alteration of any Vendor-branded deliverables or services, or from the continued use of the deliverable(s) or Services after receiving notice of infringement on a trade secret of a third party.

10. TERMINATION FOR CONVENIENCE: If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract at any time by providing 15 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. If the Contract is terminated by the State as provided in this section, the State shall pay for those items for which such option is exercised, less any payment or compensation previously made.

11. 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. A Vendor may inquire whether the State is willing to act as a reference by providing factual information directly to other prospective customers.

12. ACCESS TO PERSONS AND RECORDS: During and after the term hereof, the State Auditor and any using 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).

13. ASSIGNMENT: No assignment of the Vendor's obligations nor the Vendor's right to receive payment hereunder shall be permitted.

However, upon written request approved by the issuing purchasing authority and solely as a convenience to the Vendor, the State may:

- a. Forward the Vendor's payment check directly to any person or entity designated by the Vendor, and
- b. Include any person or entity designated by Vendor 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 and the Vendor shall remain responsible for fulfillment of all Contract obligations. Upon advance written request, the State may, in its unfettered discretion, approve an assignment to the surviving entity of a merger, acquisition or corporate reorganization, if made as part of the transfer of all or substantially all of the Vendor's assets. Any purported assignment made in violation of this provision shall be void and a material breach of the Contract.

14. INSURANCE:

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. As a minimum, the Vendor shall provide and maintain the following coverage and limits:

- a) **Worker's Compensation** - The Vendor shall provide and maintain Worker's Compensation Insurance, as 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 subcontractor to provide the same coverage for any of his employees engaged in any work under the Contract within the State.
- b) **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 cost shall be in excess of the limit of liability.
- c) **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.

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 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 under the Contract.

15. 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 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 and 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. The representation and warranty in the preceding sentence shall survive the termination or expiration of the Contract.

16. 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) Reserved.

d) The Supplier Manager will capture the order from the State approved user, including the shipping and payment information, and submit the order in accordance with the E-Procurement Service. Subsequently, the Supplier Manager will send those orders to the appropriate Vendor on State Contract. The State or State-approved user, not the Supplier Manager, shall be responsible for the solicitation, bids received, evaluation of bids received, award of contract, and the payment for goods delivered.

e) Vendor shall at all times maintain the confidentiality of its user name and password for the Statewide E-Procurement Services. If Vendor is a corporation, partnership or other legal entity, then the Vendor may authorize its employees to use its password. Vendor shall be responsible for all activity and all charges by such employees. Vendor agrees not to permit a third party to use the Statewide E-Procurement Services through its 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.

17. 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.

18. CONFIDENTIALITY: Any State 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.

19. CARE OF STATE DATA AND PROPERTY: The Vendor agrees that it shall be responsible for the proper custody and care of any data owned and furnished to the Vendor by the State (State Data), or other State property in the hands of the Vendor, for use in connection with the performance of the Contract or purchased by or for the State for the Contract. Vendor will reimburse the State for loss or damage of such property while in Vendor's custody.

The State's Data in the hands of the Vendor shall be protected from unauthorized disclosure, loss, damage, destruction by a natural event or other eventuality. 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. See G.S. 75-60 *et seq.*

- 20. 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, 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 agency responsible for the contract.

Vendor shall give notice to the using 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.

- 21. COMPLIANCE WITH LAWS:** 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.

- 22. ENTIRE AGREEMENT:** This RFP and any documents incorporated specifically by reference represent the entire agreement between the parties and supersede all prior oral or written statements or agreements. This RFP, any addenda hereto, and the Vendor's proposal are incorporated herein by reference as though set forth verbatim.

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 this 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 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, 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, or other catastrophic 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.

ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR

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:

n/a

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.:

n/a

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

Jack Hunt 4/17/20
VICE PRESIDENT

ATTACHMENT E: CERTIFICATION OF FINANCIAL CONDITION

Name of Vendor: Hunt, Guillot & Associates, LLC (HGA)

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: n/a

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 4/17/20
Signature Date

Jack Hunt, Vice President
Printed Name Title

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

ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION

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

Jack Hunt 4/17/20
VICE PRESIDENT

ATTACHMENT G: NCORR RULES AND REGULATIONS

The following are the requirements that Vendor must agree to in order to be awarded any contract under this RFP. If Vendor is unwilling to meet any of these requirements, Proposer should not submit a bid.

1. **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 RFP the Vendor affirms this condition, as directed in the VENDOR EXPERIENCE SECTION 4.5 section of this RFP. This affirmation is a material condition for the State's award of any work under this RFP.
2. **Background Checks.** All proposed or replaced staff must have national criminal background checks available for review by NCORR. Upon selection, respondents will provide copies of current national criminal background checks on any proposed employees for NCORR review and approval.
3. **Availability of Personnel.** It is expected that the proposed personnel will remain committed, as long as those individuals continue to be available to the firm. Please be advised that the awarded Vendor may not change proposed project team members or their fulltime/part-time status during the term of the Contract without the prior written consent of NCORR.
4. **Reporting.** The awarded Vendor will be required to submit reports to NCORR including performance metrics for the Vendor-provided staff. The awarded Vendor will be responsible for developing the template for these monthly reports subject to the approval of NCORR. See Section 6.3
5. **Program Monitoring.** Vendor agrees to assist and cooperate with the Federal grantor agency and NCORR 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 NCORR such monitoring reports, progress reports, and the like as may be required and to provide such reports at the times specified.
6. **Termination for Cause.** If through any cause, Vendor shall fail to fulfill in a timely or proper manner any obligations under this Contract, or if Vendor shall violate any of the covenants, agreements, or stipulations of the Contract, NCORR shall thereupon have the right to terminate this Contract by giving written notice to Vendor of such termination and specifying the effective date of such termination. Unless a shorter time is determined by NCORR to be necessary, NCORR shall effect termination according to the following procedure:
 - a. **Notice to Cure.** NCORR shall give written notice of the conditions of default, setting for the ground or grounds upon which such default is declared ("Notice to Cure"). The Vendor shall have ten (10) days from receipt of the Notice to Cure or any longer period that is set forth in the Notice to Cure to cure the default.
 - b. **Notice of Termination.** If the conditions set forth in the Notice to Cure are not cured within the period set forth in the Notice to Cure, NCORR may terminate the Contract, in whole or in part. NCORR shall give the Vendor written notice of such termination ("Notice of Termination"), specifying the applicable provision(s) under which the Contract is terminated and the effective date of the termination.
 - c. In such event, all finished or unfinished documents, data, studies, and reports prepared by Vendor entitle Vendor's receipt of just and equitable compensation for any satisfactory work completed on such documents. Notwithstanding the above, Vendor shall not be relieved of liability to NCORR for damage sustained to NCORR by virtue of any breach of this Contract

by Vendor. NCORR may withhold any payments to Vendor for the purpose of set off until such time as the exact amount of damages due NCORR from Vendor is determined.

7. **Funding Contingency.** The awarded Contract may be suspended and/or terminated without liability to the State if the CDBG-DR grant is suspended or terminated, and unless and until the State or NCORR receives Community Development funds in an amount that is deemed sufficient to enable it to fund the Contract awarded, the State or NCORR is under no obligation to make any payments to the Vendor.
8. **Civil Rights Requirements.** Vendor shall comply with all civil-rights related requirements, pursuant to 24 CFR § 570.503(b)(5).
9. **Equal Employment Opportunity.** During the performance of this Contract, Vendor agrees to comply with 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."
10. **Anti-Discrimination.** Vendor will comply with the following clauses: Titles VI and VII of the Civil Rights Act of 1964 (PL 88-352), and the regulations issued pursuant thereto (prohibiting discrimination on the basis race, color, national origin and ensuring that individuals are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age); Title IX of the Education Amendments of 1972 (codified as amended at 20 U.S.C. § 1681 et seq.) (prohibiting discrimination on the basis of sex); Titles I, II, III, IV, and V of the Americans with Disability Act of 1990 (prohibiting discrimination on the basis of disability); Section 504 of the Rehabilitation Act of 1973 (codified as amended at 29 U.S.C. § 794) (prohibiting discrimination on the basis of handicap); the Age Discrimination Act of 1975 (codified as amended at 42 U.S.C. § 6101 et seq.) (prohibiting age discrimination); Executive Order 11063 as amended by Executive Order 2259; and Section 109 of the Housing and Community Development Act of 1974, as amended.
11. **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708).** Compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5) is required. Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute 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 or transmission of intelligence.
12. **Rights to Inventions Made Under a Contract or Agreement.** If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

13. **Environmental Compliance.** If the Contract awarded hereby amounts to more than \$100,000.00, Vendor agrees to comply with all applicable standards, orders, or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 7401-7671q.), Section 508 of the Clean Water Act (33 U.S.C. 1368), Executive Order 11 738, Environmental Protection Agency (EPA) regulations (40 CFR, 15) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the EPA.
14. **Debarment and Suspension (Executive Orders 12549 and 12689).** Vendor is ineligible for an award under this RFP if they are listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.
15. **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352).** Vendor and its subcontractors must file the required anti-lobbying certification. Each contracting 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 must 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 non-Federal award.
16. **Procurement of Recovered Materials.** Vendor must comply with Section 6002 of the Solid Waste Disposal Act, P.L. 89-272 (1965) (codified as amended by the Resource Conservation and Recovery Act at 42 U.S.C. § 6962). See 2 C.F.R. Part 200, Appendix II, ¶ K; 2 C.F.R. § 200.322; Chapter V, ¶ 7. The requirements of Section 6002 include procuring only items designated in guidelines of the EPA at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired by the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.
17. **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.
18. **Women and Minority Owned Businesses.** 2 C.F.R. § 200.321 requires that all necessary affirmative steps are taken by the State and Vendor to assure that minority and women's businesses are used when possible, and N.C. Gen. Stat. 143-128.2 establish a ten percent (10%) goal for participation by minority and women owned businesses in total value of work performed for the State.
19. **Access of the State of North Carolina (i.e., its agencies), HUD and Others to CDBG-DR Documents, Papers, and Books.** Vendor agrees to allow the departments and agencies of the State of North Carolina, HUD, the Comptroller General of the United States, and any of their duly authorized representatives access to any books, documents, papers, and records of Vendor which are directly pertinent to the CDBG-DR Program for the purpose of making audits, examinations, excerpts, and transcriptions.
20. **Records.** 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.
21. **Changes.** NCORR may, from time to time, request changes in the scope of the work of Vendor to be performed hereunder. Such changes, including any increase or decrease in the amount of Vendor's compensation which are mutually agreed upon by and between NCORR and Vendor, shall be incorporated in written and executed amendments to this Contract.
22. **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).
23. **Personnel.** Vendor represents that it has, or will secure at its own expense, all personnel required in performing the work under this Contract. Such personnel shall not be employees of or have any contractual relationship with NCORR. All of the work required hereunder will be performed by Vendor or under its supervision, and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under State and State law to perform such work. No person who is serving a sentence in penal or correctional institution shall be employed to work under this Contract.
24. **Compliance with Office of Management and Budget.** Vendor agrees to comply with the regulations, policies, guidelines, and requirements of the Office of Management and Budget Circulars A-95, A-102, A-133, and A-54, as they relate to the use of Federal funds under this contract.

25. **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.

ATTACHMENT H: CDBG-DR RULES AND REGULATIONS***CDBG Compliance Provisions***

The Homeowner/Contractor Agreement will be subject to the following laws, rules and regulations, as the same may be amended from time to time.

- A. Provisions Required by Law Deemed Inserted: Each and every provision of law and clause required by law to be inserted in this Contract shall be deemed to be inserted herein and the Contract shall be read and enforced as though it were included herein, and if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon the application of either party the Contract shall forthwith be physically amended to make such insertion or correction.
- B. Flood Disaster Protection: This Contract is subject to the requirements of the Flood Disaster Protection Act of 1973 (P.L. 93-234). Nothing included as a part of this Contract is approved for acquisition or construction purposes as defined under Section 3(a) of said Act, for use in an area identified by the Secretary of HUD as having special flood hazards which is located in a community not then in compliance with the requirements for participation in the National Flood Insurance Program pursuant to Section 201 (d) of said Act; and the use of any assistance provided under this Contract for such acquisition for construction in such identified areas in communities then participating in the National Flood Insurance Program shall be subject to the mandatory purchase of flood insurance requirements or Section 102(a) of said Act.

Any contract or agreement for the sale, lease, or other transfer of land acquired, cleared or improved with assistance provided under this Contract shall contain, if such land is located in an area identified by the Secretary as having special flood hazards and in which the sale of flood insurance has been made available under the National Flood Insurance Act of 1968, as amended, 42 U.S.C 4001 et seq., provisions obligating the transferee and its successors or assigns to obtain and maintain, during the ownership of such land, such flood insurance as required with respect to financial assistance for acquisition or construction purposes under Section 102(a) of Flood Disaster Protection Act of 1973.

- C. Drug Free Workplace: Contractor hereby certifies that it shall provide a drug-free workplace in compliance with the Drug-Free Workplace Act of 1988, as amended, and with 24 CFR Part 21.
- D. Protection of Lives and Health: Contractor shall exercise proper precaution at all times for the protection of persons and property and shall be responsible for all damages to persons or property, either on or off the worksite, which occur as a result of his prosecution of the work. The safety provisions of applicable laws and building and construction codes, in addition to specific safety and health regulations described by Chapter XIII, Bureau of Labor Standards, Department of Labor, Part 1518) Safety and Health Regulations for Construction, as outlined in the Federal Register, Volume 36, No. 75, Saturday, April 7, 1971, Title 29 – LABOR, shall be observed and Contractor shall take or cause to be taken, such additional safety and health measures as NCORR may determine to be reasonably necessary.
- E. Danger Signals and Safety Devices: Contractor shall make all necessary precautions to guard against damages to property and injury to persons. He shall put up and maintain in good condition, sufficient red or warning lights at night, suitable barricades and other devices necessary to protect the public. In case Contractor fails or neglects to take such precautions, NCORR may have such lights and barricades installed and charge the cost of this work to the Contractor. Such action by NCORR does not relieve the Contractor of any liability incurred under these specifications or contract.
- F. Lead Based Paint Hazards: The reconstruction and rehabilitation of residential structures is subject to the HUD Lead-Based Paint regulations, 24 CFR Part 35. The Contractor and its Subcontractors shall comply with the provisions for the elimination and reduction of lead-based paint hazards under Subpart B of said regulations.
- G. Use of Explosives: When the use of explosives is necessary for the prosecution of the work, Contractor shall observe all local, state and federal laws in purchasing and handling explosives. Contractor shall take all necessary precaution to protect completed work, neighboring property, water lines, or other underground structures. Where there is danger to structures or property from blasting, the charges shall be reduced and the material shall be covered with suitable timber, steel or rope mats.

Contractor shall notify all owners of public utility property of intention to use explosives at least 8 hours before blasting is done close to such property. Any supervision or direction of use of explosives by the engineer does not in any way reduce the responsibility of Contractor or his Surety for damages that may be caused by such use.

- H. Access to Records, Maintenance of Records: NCORR and the Department of Housing and Urban Development, the Comptroller General of the United States, or any of their duly authorized representatives, shall have access to any books, documents, papers and records of the Contractor which are directly pertinent to this Contract, for the purpose of audits, examinations, and making excerpts and transcriptions.

All records required by 24 CFR 570.506 that are pertinent to the activities funded under this Contract shall be maintained in a central location by Contractor and will be maintained for a period of five (5) years from closeout of the grant from which this Contract is funded.

- I. Copyright: No materials, to include but not limited to reports, maps, State provided home plans and specifications, any public record, or documents resulting from this request for prequalification, HRP contractor-homeowner contracts, and related HRP and/or CDBG-DR documents pertaining to procurement, contract administration, contract monitoring, and/or contract auditing, in whole or in part, shall be available to the Contractor for copyright purposes. Any such materials produced as a result of this Contract that might be subject to copyright shall be the property of NCORR, other agencies of State of North Carolina, and/or agencies of the United States (e.g., HUD and FEMA) and all such rights shall belong to NCORR or such other governmental entities. A prequalified contractor and/or its designer that prepares home plans and specifications for any HRP project shall retain all rights of ownership in any proprietary and/or intellectual property but shall grant limited licenses to NCORR, HUD, FEMA, DOC and homeowners to use these plans and specifications limited to the construction of an HRP project and for any governmental administrative use and/or reporting requirements. The prequalified contractor and/or its design firm may enter into license agreements or otherwise sell their home plans and specifications to other prequalified contractors for use on other NCORR and/or county CDBG-DR HRP projects, HMGP project and/or State DRA projects subject to any State, federal and/or local laws, rules and/or ordinances.
- J. Confidential Findings: Some of the reports, information, data, etc. (e.g., homeowner personally identifying information such as income, tax, social security numbers, birthdates, driver's license numbers), prepared or assembled by NCORR, DOC, HUD, FEMA, counties, other governmental agency, and/or the Contractor under award HRP contracts may be confidential, and the Contractor agrees that they shall not be made available to any individual or organization without prior written approval of the appropriate governmental entity that authored the information, requested the information and/or responsible for the program that the contractor is performing the work that generated the confidential information. Contractor understands that most documents and billing will be public records and contractor will have to have to consult with the governmental entity to determine whether in proposed document may be submitted to the governmental entity with confidential and the method used to maintain confidential if the document contains confidential information.
- K. Conflict of Interest: No member, officer, or employee of NCORR or the local jurisdictions served through this Contract, or agent, consultant, or member of the DPS, or other public official who exercises or has exercised any functions or responsibilities with respect to this Contract during his or her tenure, or for one year thereafter, shall have any interest, direct or indirect, in any contract or subcontract, or the proceeds thereof, for work to be performed in connection with the Contract or in any activity or benefit with regard to the Contract.

Contractor shall cause to be incorporated in all contracts and/or subcontracts the foregoing provision regarding conflicts of interest.

No member of or delegate to Congress, or NCORR employee, shall be admitted to any share or part of this Contract or to any benefit that may arise therefrom, but this provision shall not be construed to extend to this Contract if made with a corporation.

If a person receiving assistance under this Program does in fact have a conflict of interest as discussed herein, such conflict will be fully disclosed in writing to NCORR and addressed under applicable law.

- L. Interest of Contractor: Contractor covenants that he presently has no interest and shall not acquire any interest direct or indirect in the above described project or any parcels therein or any other interest which would conflict in any manner or degree with the performance or services hereunder. Contractor further covenants that in the performance of this Contract no person having any such interest shall be employed.
- M. Political Activity: Contractor will comply with the provisions of the Hatch Act (5 U.S.C. 1501 et seq.), which limits the political activity of employees.
- N. Personnel: Contractor represents that it has, or will secure at its own expense, all personnel required in performing the services under this Contract. Such personnel shall not be employees of or have any contractual relationship with NCORR or other governmental entity involved in other State or federal disaster recovery programs.

All the services required hereunder will be performed by the Contractor or under its supervision, and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under State and local law to perform such services.

No person who is serving sentence in a penal or correctional institution shall be employed on work under this Contract.

- O. Assignability: Contractor shall not assign any interest in this Contract, and shall not transfer any interest in the same (whether by assignment or novation) without prior written approval of NCORR provided that claims for money due or to become due the Contractor from NCORR under this Contract may be assigned to a bank, trust company, or other financial institution, or to a Trustee in Bankruptcy, without such approval. Notice of any such assignment or transfer shall be furnished promptly to NCORR.

ATTACHMENT I: 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
			Total	0	0	0	0	0	0	0	0



North Carolina Department of Public Safety
Purchasing and Logistics

Roy Cooper, Governor
 Erik A. Hooks, Secretary

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

Purchasing & Logistics
IMPORTANT RFP ADDENDUM

April 13, 2020

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

RFP Number: 19-RFP-015046-GSX

COMMODITY/SERVICE: NCORR Staff Augmentation

ADDENDUM Number: 01
 PURCHASER: Sherri Garte

USING AGENCY: NCORR
 EXTEND OPENING DATE/TIME: **April 20, 2020, 2:00 pm**

QUESTIONS AND ANSWERS:

	<u>Reference</u>	<u>Vendor Question</u>	<u>Answer</u>
1		Can bids for only ONE essential services like technology support, policy analysts, or only project management be submitted?	<p>See section 3.1 Method of Award:</p> <p>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.</p> <p>(emphasis added)</p> <p>And Section 2.7, e.: Technical Response to the Scope of Work:</p> <p>Business plan to meet the Scope of Work detailing Vendor's unique ability to solve NCORR's business needs.</p>

MAILING ADDRESS:
 4227 Mail Service Center
 Raleigh, NC 27699-4200
www.ncdps.gov



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

An Equal Opportunity Employer

2		Are offerors required to respond to all Task Areas?	See above and 3.3 Proposal Evaluation Process: Vendor 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.
3		Although the solicitation notes the department's right to award to more than one vendor, is it the intention to actually do so or is a single source preferred?	See Response to Question 1
4		Confirm understanding: each task requires two resumes for consideration and an individual offered for one task cannot be listed for another.	Correct
5	General	What is the estimated budget for this RFP? If unknown, please specify previous spending.	Federal law does not allow NCORR to share its independent cost estimate.
6	General	Please provide name of the current vendor. Apart from end of tenure, is there any other reason to release this solicitation? Are there any pain points?	NCORR encourages Vendors to review rebuild.nc.gov , the NCORR site of record. A copy of the current contract Amendment can be found at CDBG-DR Reporting and Compliance on this site. NCORR will not respond to "pain points."
7	General	Please provide the total number of temporary staffs on current assignments? Provide the job classification of each worker, vendor assigning the temporary employee, and the pay/bill rate for the temporary employee.	See Response to Question #6
8	General	Please provide a copy of the proposal of all current vendors providing temporary staffing, including rate/cost sheets.	See Response to Question #6
9	General	What are the most frequently used job categories in the subject matter RFP?	NCORR does not understand the question. NCORR is seeking Tasks outlined in Section 5.0, Scope of Work.
10	General	What is the average length of the assignment?	Vendors are reminded to review the RFP in detail. See section 4.1, Contract Term.
11	General	List of benefits current employees receiving from the incumbent	NCORR does not have this information.
12	General	List of client mandates holidays	NCORR would review holidays with the assigned Project Manager after the Effective Date of the Contract. All proposal rates should be based on Attachment A: Pricing as presented. See Link for NC Holidays: https://oshr.nc.gov/state-employee-resources/benefits/leave/holidays
13	General	List of vacation and holidays current employees receiving from the incumbent.	See Response to Question 12

14	General	What is Mandate Living wage and Supplemental benefits?	NCORR does not provide benefits to contract staff. See Attachment A: Pricing: The Price Proposal should consist of hourly contract rates fully inclusive of salary, overhead, travel outside of the home office and expenses. No additional costs will be paid.
15	General	Details on benefits package current incumbent providing to temp staff.	See response to Question 14
16	General	Would request you to change the response mode from hard copy to email due to on-going COVID-19 pandemic.	No, the response mode remains as written. See Section 2.6 proposal submission.
17	General	Is this a multiple award RFP?	See response to Question 1
18	General	Is there any preference to local vendor?	Federal law prohibits local preference.
19	General	Is there any preference to small business?	No, The state has no laws that allow for small business preference.
20	General	Due to unforeseen events of COVID 19 pandemic, we would request you to extend the due date by at least two weeks.	NCORR will not be extending the bid responses due date specified in the RFP.
21	1.0; page 6	Can the Government confirm if this is a follow on contract to the April 5, 2019 procurement for Staff Augmentation for Community Development Block Grant – Disaster Recovery (CDBG-DR) Program Delivery and Program Oversight (RFP #19-RFP-014523-PTW)?	This is a new procurement which will follow the expiration of RFP-014523-PTW.
22	3.4; page 12	Please provide scoring or ranking criteria for each of the 3 evaluation criteria listed in 3.4	NCORR will evaluate all responses according to Section 3.4, Evaluation Criteria and Section 3.3, Proposal Evaluation Process exactly as presented. No numerical values are assigned to evaluation criteria. Criteria is listed in order of importance.
23	4.2, page 13	Confirm that pricing provided in Attachment A: Pricing Form will be used for evaluation between offerors and to set the contract ceiling and labor category rates of the selected offeror.	Correct
24	5.1, pg. 15	In light of the current COVID-19 pandemic, with social distancing and remote work conditions enacted in response, please confirm if NCORR will consider telework options for proposed staff.	NCORR would discuss project plans and telework with the assigned Project Manager after the Effective Date of the Contract.
25	5.1, page 15	The RFP states “NCORR may evaluate all “Primary” and “Secondary” personnel and accept personnel for a Task not proposed by Vendor.” If personnel are selected for a Task not proposed by the Vendor, please confirm that the offeror will have the opportunity to negotiate the task with NCORR prior to assignment, as it is indicated as not in scope.	NCORR will not be adding any Tasks not outlined in the Scope of Work during Evaluation, and would not add Tasks after the Effective Date of the Contract unless through a Contract Amendment.
26	Attachment A: Pricing; pages 24-26	Please confirm if the hours in each of the 6 month options are as listed, since they are the same as the hours listed for the full year base year. (2000 hours for year 1 and 2000 hours for 6 month option year)	See revision in this Addendum to Attachment A: Pricing.

27	General Attachment H, Section L, pg. 45	Do vendors who support implementation of the ReBuild NC housing recovery programs have a conflict of interest with also providing services under this solicitation?	NCORR may determine in evaluation of bids that the services provided in providing administrative support to NCORR staff may present a conflict of interest for Vendors providing other services.
28	General Question	It appears there is an existing contract for CDBG-DR staff augmentation that was awarded in June 2019 and is still active. If a new contractor is selected, what will be the timeframe for a transition of the existing workload from the current contractor?	The current contract ends 5/18/20. The current contract allows for a two month transition period.
29	Page 12, Section 3.4	Although there is a list of scoring criteria in priority order in the RFP, there does not appear to be any indication of how those criteria will be weighted. What will be the breakdown in terms of points or percentages for each scoring criterion?	See Response to Question #22
30	Page 15, Section 5.1	The RFP indicates that all contracting staff will be required to work on site at the NCORR office in Durham daily from 8:00am to 5:00pm. Given the current state of affairs under COVID-19 travel restrictions, is there any flexibility to have staff work remotely?	See Response to Question #24
31	Section 2.7, Item k, page 9.	The Attachment F referenced here is identified as "Supplemental Vendor Information," but this does not match the Table of Contents or the actual Attachment F provided, both of which appear as Attachment F: Historically Underutilized Businesses Information. Please confirm that Attachment F should be Historically Underutilized Businesses Information and not Supplemental Vendor Information.	Yes, Attachment F should be Historically Underutilized Businesses Information
32	Section 3.3, page 10.	This section refers the bidder to "the method of submission specified in Section 2.7 of this RFP." However, Section 2.7 is the Proposal Content section, while 2.6 is the Proposal Submission section. Should the text refer to Section 2.6 instead of 2.7?	Yes, the method of submission should refer to section 2.6
33	Section 5.2, Task 10, page 22, and Attachment A: Pricing, page 24.	Task 10 requests the position of As-Needed Project Managers. Since the number of these positions will be determined at a later date, should we assume one position and provide one primary and one secondary resume for this position? Or does NCORR require additional resumes for this position?	NCORR will not evaluate As-Needed Project Managers. No additional resumes are required for Evaluation for this Task.
34	Section 6.1, page 22.	Section 6.1 asks the bidder to designate a Project Manager to serve as the State's point of contact for contract-related issues and issues concerning performance, progress review, scheduling, and service. Do we need to provide one primary and one secondary resume for this position, or is one acceptable?	No, one identified representative for this role is sufficient.
35	Section 2.6, pages 7-8.	Would the North Carolina Department of Public Safety consider accepting fully electronic submission of proposals, in light of current safety concerns and disrupted courier delivery schedules?	See Response to Question #16
36	Section 2.6, pages 7-8.	If hard-copy submission is required, is it currently possible to hand-deliver our proposal submission to the North Carolina Department of Public Safety's offices, or has access been limited due to COVID-19?	Yes, you can hand deliver to the address indicated in the RFP.

37	Attachment A: Pricing, page 24–26.	Are all of the positions requested in the RFP intended to be full-time positions for the entire first year? If not, which are anticipated to be part-time, and for how many hours/week?	All positions are anticipated to be full time.
38	Attachment A: Pricing, page 25–26.	The pricing for the optional six-month extension lists estimated hours for each position as 2,000 hours. Should this be changed to 1,000 hours to reflect the six-month contract period?	See revision in this Addendum to Attachment A: Pricing.

ATTACHMENT A: PRICING

Remove previous table and replace with this one.

ATTACHMENT A: PRICING

COST OF VENDOR'S OFFER

The Price Proposal should consist of hourly contract rates fully inclusive of salary, overhead, travel outside of the home office and expenses. No additional costs will be paid.

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	Estimated Maximum Hours	Subtotal	Task Total	
Task 1					
DRGR Support Staff (1)	\$	2000	\$	\$	
DRGR Support Staff (2)	\$	2000	\$	\$	Task 1 Total
Task 2					
Relocation Specialist (1)	\$	2000	\$	\$	Task 2 Total
Task 3					
Buyout Subject Matter Expert (1)	\$	2000	\$	\$	Task 3 Total
Task 4					
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	\$		

Task 5					
5.a Finance and Compliance SME (1)	\$	2000	\$		
5.b Housing Programs SME (1)	\$	2000	\$		
5.b Housing Programs SME (1)	\$	2000	\$		
5.c Planning SME (1)	\$	2000	\$		
5.d Small Rental Repair SME (1)	\$	2000	\$		
5.e Affordable Housing SME (1)	\$	2000	\$		
5.f Construction Trades/Code Enforcement SME (1)	\$	2000	\$	\$	Task 5 Total
Task 6					
CDBG-DR Environmental Review Specialist (1)	\$	2000	\$	\$	Task 6 Total
Task 7					
CDBG-DR Infrastructure Specialist (1)	\$	2000	\$	\$	Task 7 Total
Task 8					
Reporting Specialist	\$	2000	\$	\$	Task 8 Total
Task 9					
Housing Recovery Program Specialist	\$	2000	\$	\$	Task 9 Total
Task 10					
As-Needed Project Managers	\$	4000	\$	\$	Task 10 Total
			\$		Initial Term NTE

COST COMPONENTS OF EACH OPTIONAL 6 MONTH EXTENSION

Task/Title	Hourly Billing Rate	Estimated Maximum Hours	Subtotal	Task Total	
Task 1					
DRGR Support Staff (1)	\$	1000	\$	\$	
DRGR Support Staff (2)	\$	1000	\$	\$	Task 1 Total
Task 2					
Relocation Specialist (1)	\$	1000	\$	\$	Task 2 Total
Task 3					
Buyout Subject Matter Expert (1)	\$	1000	\$	\$	Task 3 Total

Task 4					
Quality Assurance/Quality Control Specialist (1)	\$	1000	\$		
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	\$	\$	Task 4 Total
Task 5					
5.a Finance and Compliance SME (1)	\$	1000	\$		
5.b Housing Programs SME (1)	\$	1000	\$		
5.b Housing Programs SME (1)	\$	1000	\$		
5.c Planning SME (1)	\$	1000	\$		
5.d Small Rental Repair SME (1)	\$	1000	\$		
5.e Affordable Housing SME (1)	\$	1000	\$		
5.f Construction Trades/Code Enforcement SME (1)	\$	1000	\$	\$	Task 5 Total
Task 6		1000			
CDBG-DR Environmental Review Specialist (1)	\$	1000	\$	\$	Task 6 Total
Task 7		1000			
CDBG-DR Infrastructure Specialist (1)	\$	1000	\$	\$	Task 7 Total
Task 8					
Reporting Specialist	\$	1000	\$	\$	Task 8 Total
Task 9		1000			
Housing Recovery Program Specialist	\$	1000	\$	\$	Task 9 Total
Task 10		1000			
As-Needed Project Managers	\$	2000	\$	\$	Task 10 Total
				\$	Each Optional Term NTE

	Total Estimated Maximum # of Hours of Effort for all five (5) potential Contract Terms	Total not-to-exceed price for all five (5) potential Contract Terms
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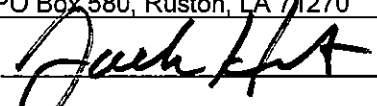
Summation of Cost Components for all Five Potential Contract Terms		\$
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INSTRUCTIONS:

1. Check ONLY one of the following categories and return one properly executed copy of this addendum prior to RFP opening time and date.
 RFP has already been mailed. Changes resulting from this addendum are as follows:

 RFP has already been mailed. NO CHANGES resulted from this addendum.
 RFP has NOT been mailed and ANY CHANGES resulting from this addendum are included in our response.

Execute Addendum:

VENDOR: Hunt, Guillot & Associates, LLC (HGA)
ADDRESS (CITY & STATE): PO Box 580, Ruston, LA 71270
AUTHORIZED SIGNATURE: 
NAME and TITLE (Typed): Jack Hunt, Vice President

<u>DELIVERED BY US POSTAL SERVICE</u>
RFP NO. 19-RFP-015046-GSX Attn: Sherri Garte North Carolina Department of Public Safety Purchasing & Logistics 3030 Hammond Business Place Raleigh, NC 27603

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COVER LETTER

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1.0 Introduction

In 2016 and 2018, the state of North Carolina experienced a devastating one-two punch from Hurricanes Matthew and Florence. Damages were massive, and the state needed federal dollars to recover. In response to the catastrophic impacts and riverine flooding that followed Hurricane Matthew, HUD provided North Carolina with its first allocations of Community Development Block Grant–Disaster Recovery (CDBG-DR) funds since Hurricane Floyd: **\$236.5 million**. Congress also appropriated an additional **\$168 million** to the state in Community Development Block Grant–Mitigation (CDBG-MIT) funds.



Figure 1: Flooding Rescue. *North Carolina Army National Guardsmen and local emergency services assist with Hurricane Matthew evacuation efforts in Fayetteville, NC, on Friday, Oct. 8, 2016. U.S. Army National Guard photo.*

The State of North Carolina began to make plans for Hurricane Florence recovery shortly after the storm made landfall, triggering Tier 1 Environmental Reviews in heavily impacted counties. More recently, Congress has awarded North Carolina approximately **\$542 million** in CDBG-DR funds to support Hurricane Florence recovery.

Recognizing the need to coordinate the state’s recovery from both Matthew and Florence with multiple federal and state funding streams, the State of North Carolina established the North Carolina Office of Recovery and Resiliency (NCORR) in fall 2018 and designated it as the new grantee agency for management of all CDBG-DR awards (and later, CDBG-MIT awards) made to the state by HUD, and as the state coordinating agency working with other federal disaster funds and state Disaster Recovery Act (DRA) dollars. In these capacities, NCORR manages all aspects of these HUD grants, including planning and policy development, recovery program administration, compliance monitoring, program financial management, and grant closeout for programs that include single-family home repair reimbursement, rehabilitation, and



reconstruction; repair and replacement of manufactured homes; repairs to public infrastructure; rehabilitation of public housing units; rehabilitation of small rental properties and multi-family rental housing units; buyouts and acquisition of flood-prone residential properties; the small business recovery loan program; a code compliance program; a construction trades program; and any other State Action Plan-defined programs.

With almost one billion dollars in combined CDBG-DR and CDBG-MIT funding for Hurricanes Matthew and Florence to manage, NCORR is seeking contractor assistance to provide expert administrative support for general grant coordination and management, and project management services for current and anticipated CDBG-DR and CDBG-MIT awards. The HGA Team stands ready to provide these services, and any other related services that NCORR may discover a need for in the future. Because **the HGA Team has been supporting North Carolina in its recovery from Hurricanes Matthew and Florence** by providing staff augmentation support to NCORR since May 2019, **HGA has an intimate understanding of where North Carolina is now, where it wants to go from here, and how best to help it go there.**

1.1 Summary of HGA Team Qualifications

The HGA Team offers the following benefits to NCORR:

- **Swift, Efficient Results:** The same experienced HGA Team that has already been working in NCORR offices will remain, offering continued support without interruption to NCORR's ongoing programs. Not starting over again with a new contractor will make it easier for NCORR to keep its commitment to efficiently expend the state's recovery dollars in a way that best supports the residents of North Carolina. Our staff understands the history of the recovery programs and knows which programs are facing challenges; most importantly, we are best positioned to offer solutions to help NCORR meet those challenges.
- **Subject Matter Experts:** A team of nationally recognized experts in CDBG-DR program management and specialized areas of expertise will help NCORR to develop policies, procedures, and processes that adhere to the latest best practices. The HGA Team is one of the few in the country with CDBG-MIT Action Plan experience. We supported NCORR in becoming the first recipient to have its MIT Action Plan and Certifications fully accepted by HUD.
- **Experienced Staff Augmentation Personnel:** Many of the proposed primary 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

primary staff exceed the required experience and are already employed by the HGA Team member companies, or have committed to work on this project, and are ready to work in the Raleigh area long-term if they do not currently reside there. We have assisted in standing up other recovery agencies by providing staff augmentation and trained agency staff to transfer CDBG-DR knowledge and build internal agency capacity. In New York, our Team is currently performing final training of, and knowledge transfer to, state staff so that they can take over their programs as our contracts end.

- **Knowledge of Other Federal Programs:** The CDBG-MIT Federal Register Notice is clear about HUD wanting to align CDBG-MIT activities with those of the FEMA Hazard Mitigation Grant Program (HMGP). With our strong background in administering HMGP projects, we understand FEMA’s HMGP regulations and requirements and how they complement the HUD CDBG-MIT program. HGA has a history of managing programs with multiple funding sources and can offer NCORR our services in streamlining processes between the programs to save both money and labor hours.
- **Partnership-Focused Relationships:** Our philosophy is to work with a partnership mentality, where we build trust with our clients, communicate with them effectively, and ensure successful outcomes for our clients. We strongly encourage you to call on our references to confirm this.
- **Track Record of Compliance.** HGA has experienced **zero recapture of funds after managing billions of HUD dollars.** HGA has also **never lost money** for an applicant due to expiring funds.

Local Understanding Helps Solve Problems

When NCORR submitted its initial Action Plan for Mitigation, HUD expressed concerns that the Plan did not meet the requirements for outreach to low-income persons, minorities, and other protected classes in some target areas. The HGA Team helped to support NCORR’s responses to HUD to address these concerns. We **performed an analysis** of the areas in question and **recommended some additional outreach activities** that NCORR could discuss in its Action Plan. When NCORR re-submitted the Action Plan, including revisions based on the HGA Team’s work, it was accepted. The HGA Team’s familiarity with the local communities and their makeup, combined with our understanding of Federal Register Notice requirements, allowed us to help NCORR to become the **first grantee to gain HUD acceptance of their Mitigation Action Plan.**

2.0 General Background

HGA is proposing the same Team that has been providing NCORR with superior CDBG-DR and CDBG-MIT staff augmentation services for the past year, 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 also has extensive experience in supporting all aspects of CDBG-DR, to include setting up new programs through development of policies, procedures, and materials; training our own and customer staff side-by-side for better integration of the latest updates; and ensuring knowledge transfer when the contract is done, whether to NCORR staff or another contractor. We have demonstrated this in our past work for state recovery programs in New York and Louisiana, where we were consistently awarded contracts for re-competed (and often expanded) work.

The staff we are offering have relevant experience and can continue to work or, in the case of newly proposed staff, begin to work immediately upon contract award. We are also proposing a group of high-level subject matter experts (SMEs) with decades of experience helping customers develop the right systems up front. These As-Needed Project Managers are familiar faces to NCORR, and they will continue to work on site with the augmented staff, NCORR staff, and NCORR leadership as needed.

Our Team includes HGA, a prime contractor with significant experience in CDBG-DR and mitigation grant programs, and subcontractors GCR, Inc. (GCR); Mpact Strategic Consulting, LLC (Mpact) and Stafford Act and Disaster Recovery Services (SA-DR). Mpact is an 8(a) small business and has recently applied for disadvantaged business enterprise (DBE) status with the State of North Carolina. SA-DR is a WBE and WOSB certified by the Women's Business Enterprise National Council. SA-DR holds a Certificate of Authority in North Carolina and is currently pursuing HUB certification from the State of North Carolina. HGA has a Certificate of Authority to Transact Business in North Carolina.

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 regulatory compliance. GCR brings expertise in helping to set up programs via development of policies and action plans. Mpact has extensive monitoring and compliance experience. Finally, SA-DR brings significant hurricane recovery experience and strong familiarity with North Carolina, as its proposed staff includes a former Assistant Director of the North Carolina Redevelopment Center (NCRC), NCORR's predecessor. These Team members have worked together successfully in the past, both with each other and with other contractors, on programs where as many as 20 different contractors had to work together to contribute to the effort.

2.1 Hunt, Guillot, and Associates, LLC (HGA)



Since opening its doors in 1997, HGA has grown into a top-ranked¹ program management and engineering firm, with a staff of more than 400 employees providing services in more than 30 states and several foreign countries. HGA is organized into business units based on the services provided: Engineering, Pipeline Services, Disaster Recovery, Program Management, Construction Services, and Staffing.

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 state and local clients. HGA has been providing comprehensive, reliable support in the ongoing disaster recovery efforts across the states of North Carolina, Texas, Louisiana, New York, Florida, and the territories of Puerto Rico and the U.S. Virgin Islands.

HGA Highlights

- 23 years in business.
- Limited Liability Company formed in 1997.
- Significant experience with large-scale state CDBG-DR and CDBG-MIT recovery programs in NC, LA, FL, and NY and in territories including Puerto Rico and the U.S. Virgin Islands.
- Significant expertise matching CDBG-DR funding with FEMA PA and HMGP funds and administering programs with multiple funding sources.
- One of the first firms to have supported a grant recipient with development of a CDBG-MIT Action Plan.
- Excellent references from satisfied customers.

We focus 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 Public Assistance (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 HMGP to streamline requirements.

¹ <https://www.enr.com/toplists/2015-Top-50-Program-Management-Firms>;
<https://www.enr.com/toplists/2019-Top-500-Design-Firms3>.

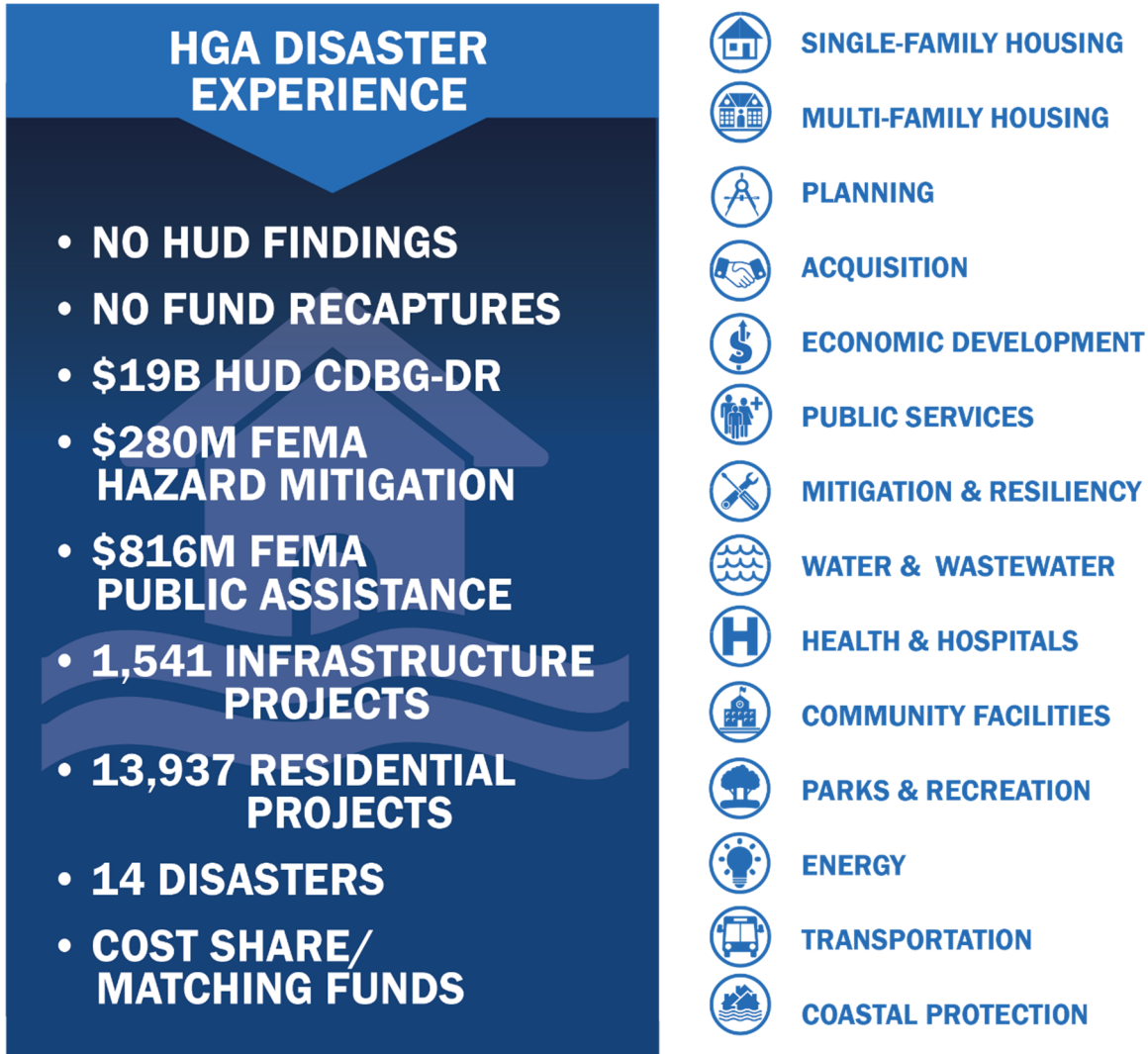


Figure 2: HGA Provides Comprehensive Federal Grant Program Services. *Our support to state and local governments covers HUD CDBG-DR, CDBG-MIT, and entitlement funding. Additionally, we are administering FEMA HMGP, FMA, and PDM/BRIC funded programs for various governmental clients.*

Over the years, HGA has grown from a single trailer to 11 office locations. HGA’s headquarters is located in Ruston, LA, with additional offices in Houston, Midland, and Fort Worth, TX; Baton Rouge, Shreveport, New Orleans, and Lake Charles, LA; Birmingham, AL; El Dorado, AR; and New York City, NY. We anticipate that our proposed staff will work in NCORR offices as required. If additional hiring opportunities arise, we will implement HGA’s local hiring strategies, which have been proven successful on opportunities such as our support to the New York State Hurricane Sandy Recovery Program, to keep travel costs down and contribute to the local economy. Our Staffing Division gives us the flexibility to quickly ramp staffing up or down based on client need, and it is adept at identifying qualified local talent.

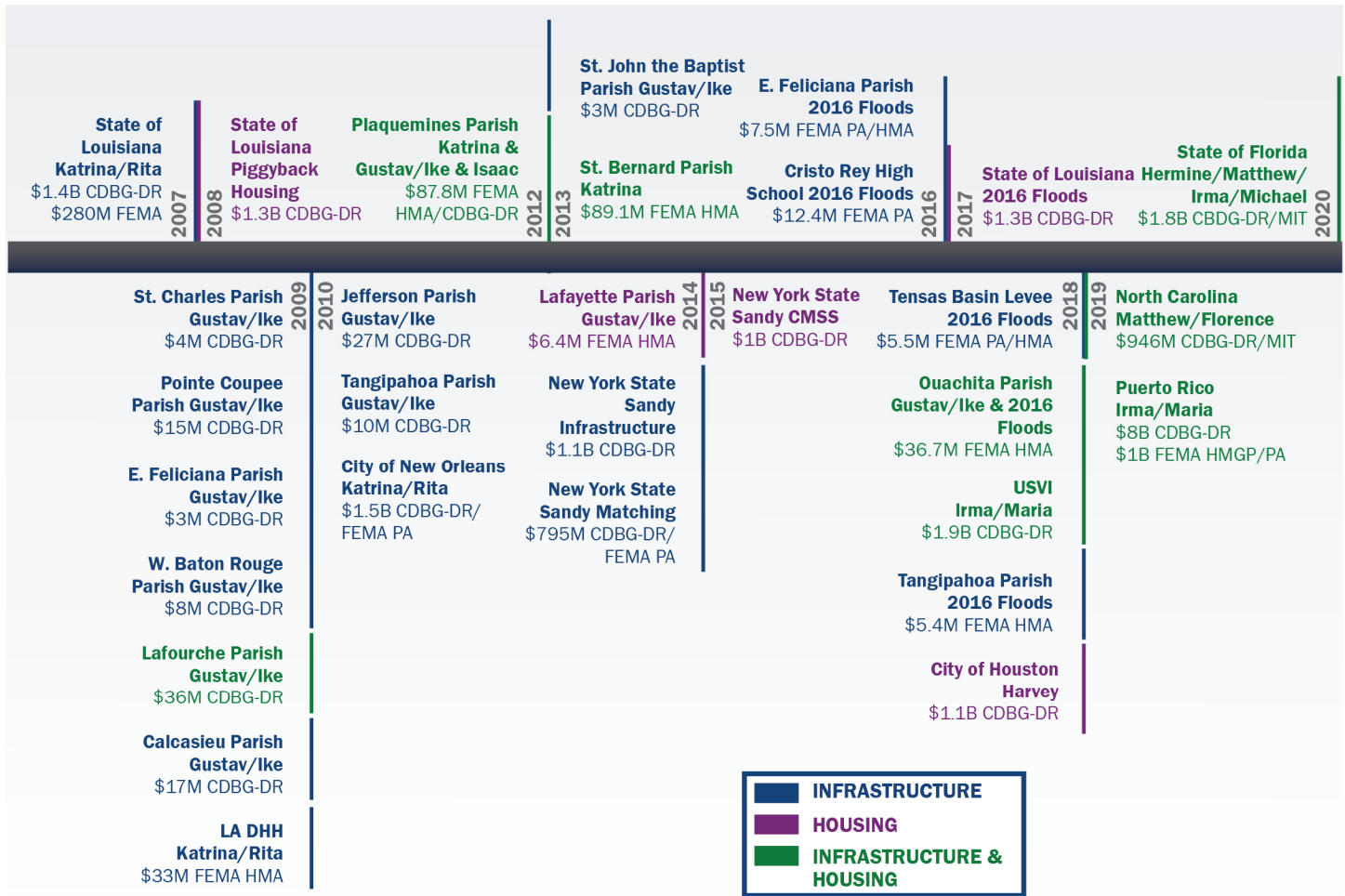


Figure 3: Timeline of HGA Disaster Recovery Work. HGA has been supporting state and local disaster recovery programs funded by HUD and FEMA since 2007.

2.2 GCR, Inc. (GCR)



GCR, incorporated in 1979, is a professional services and technology firm with offices in New Orleans, Baton Rouge, and Covington, Louisiana; Windsor, Connecticut; Indianapolis, Indiana; Carson City, Nevada; Columbus, Ohio; and Ottawa, Ontario. GCR is one of HUD’s Community Compass technical assistance providers, and GCR staff has stood up CDBG-DR shops in Louisiana, New Jersey, New York, and Puerto Rico.

With more than 270 employees, GCR has the capacity to provide a full range of administrative, programmatic, planning, and IT services related to CDBG-DR and CDBG-MIT grant funding, including development of administrative and programmatic policies and procedures; staff training and capacity-building; project management;

action plan development; public outreach campaigns; **data gathering and analysis;** program design and implementation; regulatory compliance, documentation, and eligibility reviews; software development; preparation for monitoring visits from HUD and the Office of the Inspector General (OIG); ongoing technical assistance; and grant closeout. GCR’s subject matter experts and grant managers have experience leading and supporting disaster recovery efforts in Louisiana, New York, New Jersey, North Carolina, Tennessee, Massachusetts, California, Virginia, Alabama, Tennessee, Puerto Rico, and other locations around the U.S.

GCR’s disaster recovery experts are most comfortable rolling up their sleeves to find creative solutions to complex problems. They are supported by a technology services backbone that provides GIS services, public portals, grant management tools, and reporting dashboards to help manage disaster recovery efforts more effectively. GCR’s technology personnel have developed comprehensive data management solutions for multiple states, including an interactive dashboard to provide tracking of federal dollars for the states of Louisiana, New Jersey, and New York. Most recently, their team has led the development of North Carolina’s Accountability Dashboard, which displays details regarding the myriad funding sources and amounts allocated for each disaster.

Another disaster recovery asset is GCR’s Community Planning and Resilience team, which includes a group of community planning experts skilled in sustainable development, demographic analysis, and best practices for bringing equitable, catalytic change to communities recovering from disasters. This team turns evidence-based planning into data and visuals that clients use.

CDBG-MIT Experience

GCR has been at the forefront of HUD’s CDBG-MIT allocations. Its work has included development of the State of California’s CDBG-MIT Action Plan, which was recently submitted to HUD. For that engagement, GCR’s team provided full-scale support to the State, including project management, completion of the mitigation needs assessment, development of the method of distribution and programming, community and stakeholder engagement, and the development of the Certifications and Implementation Plan.

GCR is currently supporting the State of Louisiana in design and implementation of its CDBG-MIT-funded program, the Louisiana Watershed Initiative. The GCR team assisted with development of the (HUD-approved) Action Plan, provides regulatory support, supports outreach and engagement, and assists with development and management of the State’s MIT-funded programs.

In addition, through GCR’s work as HUD technical assistance providers, GCR staff are in the early stages of assisting multiple state and local MIT grantees by providing services including Action Plan support, program design, policies and procedures development, and training and capacity-building.

GCR leverages these diverse skillsets to provide comprehensive and customizable solutions to clients. Its resources enable them to engage immediately in recovery efforts to offer capabilities for rebuilding safer, stronger, more resilient communities. Because natural disasters and the resulting recovery efforts can vary greatly in magnitude, GCR offers services that are scalable and consistently effective regardless of the size of the disaster.

2.3 Mpact Strategic Consulting, LLC (Mpact)



MPACT Strategic Consulting LLC (Mpact) is a consulting and advisory services firm specializing in emergency management and disaster recovery. They have helped to stand up large, robust compliance and fiscal divisions for CDBG-DR and CDBG-MIT grantees. They provide leadership and expertise in program strategy and design, program management, emergency preparedness, response, recovery, and resiliency. They have also led and participated in disaster recovery implementations and activities for project management and resiliency, grant administration, communications and outreach, case management, training and compliance, and monitoring services. Mpact is also a certified MBE and Disadvantaged Business Enterprise DBE and 8(a) certified federal small business firm, and is currently applying for certification by the State of North Carolina. Established in Texas in 2007, Mpact is headquartered in Houston, TX, and has a satellite office in New York City.

The Mpact team of consultants are instrumental in providing FEMA and HUD CDBG-DR and CDBG-MIT grant management and disaster recovery assistance to federal, state, and local governmental entities. Their team of experts have helped and continue to help communities across the nation to prepare for, train for, and recover from some of the largest natural disasters, and they have demonstrated both leadership and effectiveness in speeding the pace of recovery and rebuilding more resilient communities.

Mpact's experienced team has participated in multiple federally funded disaster recovery programs and projects valued at \$100 million to over \$25 billion. In addition to these roles, its team members have consulted and led FEMA and CDBG-DR funded programs that required expert technical assistance, including policy development, regulatory support and analysis, project management, program design and implementation, regulatory and compliance monitoring, response planning, fiscal management, training, and vendor oversight and management.



Mpact's team of experienced professionals have extensive experience in administering and managing large and complex CDBG-DR- and FEMA-funded projects related to housing, infrastructure, and economic development programs. Individually and collectively, members of the Mpact team have often been selected to administer and provide financial accountability and stewardship of funds related to post-disaster recovery. Its team members have conducted financial assessments and provided grant administrative services in compliance with HUD and other regulations relating to funding sources. Mpact team members have documented controls and maintained accurate accounting records and other evidence related to costs incurred in providing services or providing guidance and training on HUD regulations and policies.

Many of Mpact's clients and projects require experienced personnel with relevant knowledge that will lead to direct efficiencies, enabling quick start-up efforts. Their start-up process includes accelerated detailed planning, staffing, training, process mapping, financial controls, and standard operating procedures development, to include layered quality control. They have also provided technical assistance and training to support recovery staff, subrecipients, and contract/vendor partners related to compliance with state, FEMA, and HUD regulations. Their experience with multiple disaster recovery programs as well as years of knowledge and experience working with HUD-, FEMA-, and CDBG-DR/MIT-related projects and recovery programs, distinguishes them from their peers, and provides the management team with proven subject matter experts.

Mpact team members have a thorough understanding of both FEMA and HUD cross-cutting regulations with respect to recovery programs, as well as other federal, state, and local requirements. Their management of CDBG- and FEMA-funded programs has been a success from both the aspects of compliance and delivery of expected results and performance. Responsible stewardship of federal and state funds is always a priority in Mpact's operations.

Mpact has recently assisted on multiple large-scale disaster recovery projects, including Hurricane Maria recovery in Puerto Rico and Hurricane Matthew recovery for NCORR. Its staff helped to support Action Plan development for the HUD CDBG-MIT allocation that the State of North Carolina has applied for. Most recently, Mpact staff have become OSHA-certified in preparing workplaces for COVID-19.

2.4 Stafford Act and Disaster Recovery Services, Ltd. (SA-DR)

Stafford Act & Disaster Recovery Services, Ltd. (SA-DR) offers comprehensive emergency management solutions to help communities manage their projects, maximize disaster funding, meet disaster housing needs, and minimize recovery time. Since its establishment in 1997, SA-DR has supported clients with permanent replacement housing, temporary housing, tenant relocation, community redevelopment, public assistance, hazard mitigation, and buyouts and acquisitions. SA-DR is certified as a WBE and a Woman-Owned Small Business Enterprise (WOSB) through the Women's Business Enterprise National Council. SA-DR holds a Certificate of Authority in North Carolina and is currently pursuing a HUB certification. In addition to an office in Raleigh, NC, SA-DR also has offices in Las Vegas, NV; Grand Terrace, CA; and Chicago, IL.



The list of clients that SA-DR serves covers communities across the states of New York, New Jersey, Texas, Mississippi, Florida, and North Carolina. In North Carolina, SA-DR has worked with NCORR, Ahoskie, Sharpsburg, Raleigh, Wake County, the North Carolina Legislature, the North Carolina Attorney General, and the North Carolina Redevelopment Center. Their highly qualified staff have written thousands of FEMA-approved project worksheets and helped local governments to recover over \$150 million in disaster assistance funds initially denied by FEMA. SA-DR has managed over \$500 million in community reconstruction projects under HUD CDBG-DR regulations. Over the past year, SA-DR has been part of the HGA Team providing staff augmentation services to NCORR. SA-DR's role has been to provide monitoring services for NCORR housing programs.

SA-DR's disaster housing assistance covers a full spectrum of housing recovery solutions. SA-DR has strategically combined temporary housing and emergency home repair as authorized under the Stafford Act, tenant relocation as outlined in the Uniform Relocation Act (URA), and various types of permanent replacement housing. SA-DR provides experienced management and consultation services for seamless transition from temporary housing to disaster-resistant permanent replacement housing. The firm's specialty services include housing counselors, relocation services, property development and management (both single-family and multi-unit rental housing), and the identification of and assistance with financial resources, particularly for low-to-moderate income purchasers.

3.0 Knowledge of CDBG-DR Programs

As Table 1 on the following page shows, the HGA Team has direct experience and extensive knowledge of the type of CDBG-DR programs that NCORR is implementing for its Hurricane recovery programs. In fact, we have been providing NCORR with similar support for these very programs for the last year. We have clearly demonstrated that our team can work side by side with NCORR staff at the program level very successfully. We will continue helping NCORR to meet the recovery needs of the citizens of North Carolina while concurrently minimizing program risks and taking advantage of the best practices we have learned by working with other grantees. Our Team has already begun to support NCORR's recovery efforts for Hurricane Florence and has helped NCORR to develop an Action Plan for the \$168 million CDBG-MIT allocation made in 2018.

Table 1: HGA Team Experience with Disaster Recovery Activities. *Our Team has worked across a wide range of disaster recovery programs—not only CDBG-DR and CDBG-MIT, but other HUD and FEMA programs as well. This will allow us to make recommendations about other potential funding sources and to train NCORR staff to recognize similar opportunities in the future.*

Contractor:		HGA	GCR	Mpact	SA-DR
HUD Disaster Recovery Programs					
Single-Family Housing	Reimbursement	●	●	●	●
	Rehabilitation	●	●	●	●
	Reconstruction	●	●	●	●
	Elevation	●	●	●	
	Buyout	●	●	●	
Multi-Family Housing	Rehabilitation/ Reconstruction	●	●	●	●
	New Development	●	●		
	Rentals	●	●	●	
Public Housing		●	●	●	
Code Compliance		●		●	●
Construction Trades		●			
Infrastructure		●	●	●	●
Economic Development		●	●	●	●
Public Services		●	●	●	
Resiliency/Mitigation (RBD, NDRC)		●	●	●	●
FEMA Fund Matching		●	●		
FEMA Disaster Recovery Programs					
Hazard Mitigation Grant Program (HMGP)		●	●	●	●
Public Assistance (PA)		●	●	●	●

Because HGA has significant experience with administering FEMA HMGP projects, we are able to **align NCORR’s CDBG-MIT-funded programs to complement existing HMGP programs** in North Carolina for greater efficiencies.

The Team’s broad exposure to helping grantees implement many multi-faceted housing and infrastructure programs means that we have been exposed to many different approaches to accomplishing the same primary goals—helping the storm’s survivors and their communities to recover from catastrophic disasters. We have

developed partnerships and trust with other grantees that have allowed us to not only implement these programs quickly, but with confidence that the grantee’s funds are being used in a federally compliant manner. We helped our clients manage these programs by developing and providing policies, procedures, standard operating procedures (SOPs), checklists, forms, and templates that have been approved by HUD, and in some cases, have been highlighted as innovative best practices. Our Team has conducted on-site and desktop monitoring of subrecipients and state-run programs to ensure compliance with federal and state regulations, and we have performed tiered environmental reviews. We proactively provide regular training and technical assistance to subrecipients and state partners, focusing on areas that we know HUD examines closely when it comes to monitoring and auditing grantees’ programs. We have implemented processes and worked with numerous financial teams helping to incorporate changes to Disaster Recovery Grant Reporting (DRGR) and federal reporting requirements. We have worked with grantees to ensure that the financial draw process is smooth, efficient, and as error-free as possible at the subrecipient and contractor levels.

The HGA Team’s approach to compliance is proactive. We identify risks at the start, in order to focus more attention on the areas that have consistently proven to generate the greatest number of errors with the highest consequences. We update this analysis regularly as the program matures, to modify our monitoring “hot spots” to ensure that we mitigate the maximum risk with the minimum cost.

The HGA Team has already taken this broad and deep experience and leveraged it to help NCORR set up its recovery programs for Hurricanes Matthew and Florence and for mitigation. Like NCORR, we have been hard at work for the past year, striving to help individuals and communities return to normalcy after losing so much. And now, the COVID-19 coronavirus pandemic will make it that much harder to help people achieve those goals. Still, the HGA Team has already helped NCORR to make great strides forward, as shown in Figure 4 on the following page. We stand ready to continue working with NCORR to meet the needs of North Carolina and its citizens. We can leverage the momentum that we have built up with NCORR, and our relationships with State staff and program management and construction contractors, to keep North Carolina moving forward on the recovery trajectory, even in uncertain times.

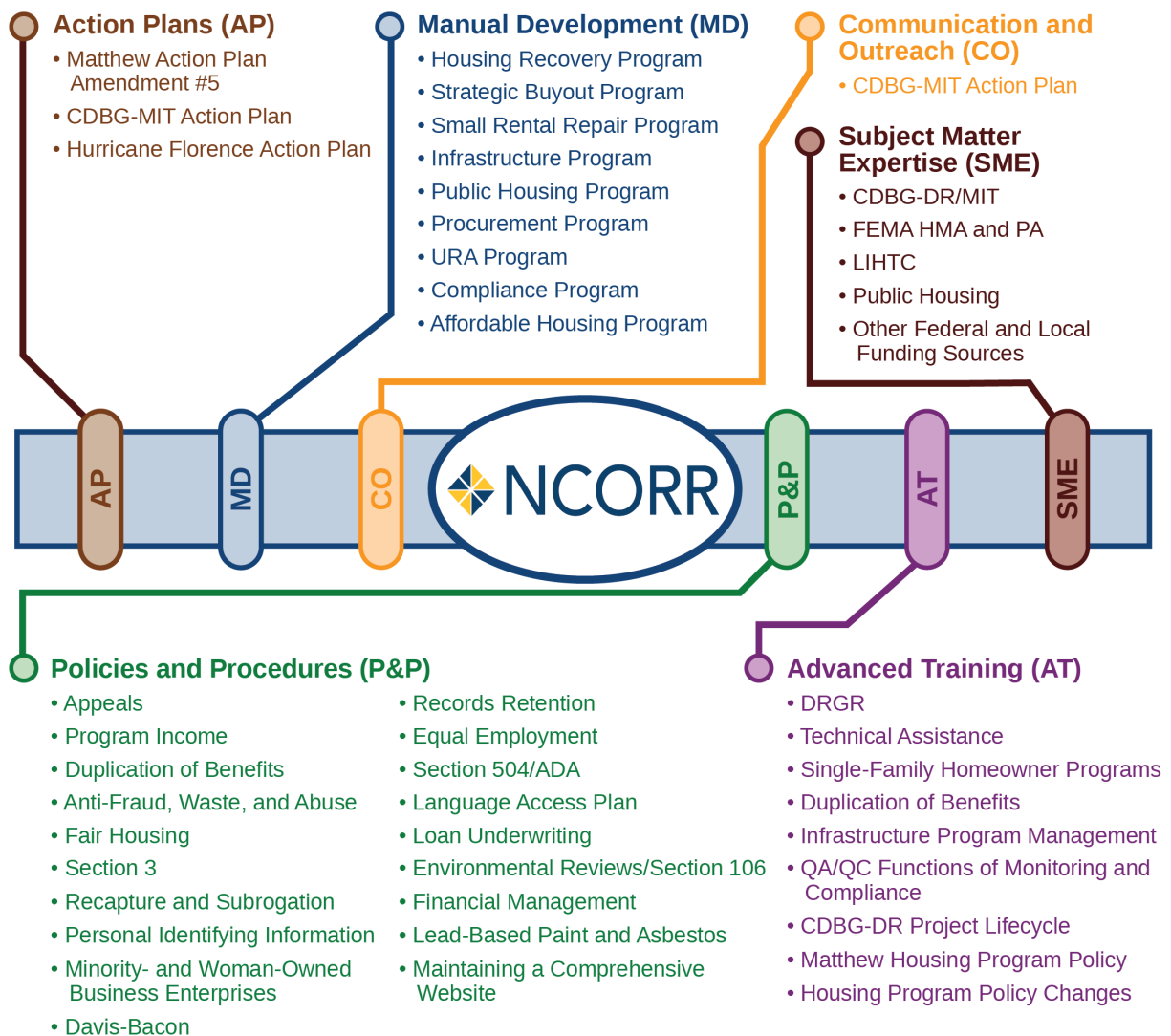


Figure 4: The HGA Team Utility Belt. HGA Team staff have developed numerous CDBG-DR/MIT products for NCORR to use or adapt, as appropriate, as part of its utility belt of recovery program resources.

4.0 Experience

As Table 1 on page 13 showed, the HGA Team has experience supporting activities under all of the programs that NCORR currently administers, as well as others that may be considered in the future. We have also worked with many governmental agencies, including NCORR—largely at the state and county levels, but also at the municipal level. We have good working relationships with both HUD and FEMA due to our experience in these areas. As evidence of this, we provide some examples of relevant projects in Table 2 on page 17. The table also shows which SOW areas each project included and provides points of contact for the projects.

As Table 2 shows, the HGA Team has been working with CDBG-DR clients of similar or larger size compared to North Carolina—including North Carolina—since Hurricane Katrina. In these engagements, our Team has not only provided the staff positions that NCORR is requesting through this RFP; we have also provided a full range of services that CDBG-DR/MIT grantees need as programs and departments are being developed, launched, monitored, and closed out. One distinction of the HGA Team is that its member firms have frequently seen our roles and scope with a CDBG-DR grantee expand over time due to the quality of work we provide, how we remain on budget, and how we engage and provide knowledge transfer to state staff.

The HGA Team has an excellent understanding of the nature of the project because we have been providing very similar services to Louisiana OCD for more than 10 years, to New York GOSR for the past six years, and of course, **directly to NCORR** for most of the past year. In our past projects, we have consistently won recompetes, demonstrating our customers' trust in us and satisfaction with our performance, while our customers have expanded our scope as their confidence in us grew. To truly understand the scope of our experience, we **strongly** recommend contacting any of our previous clients to discuss how we have become trusted agents within their organizations. We deliver on our commitments, and strive to self-manage so the customer rarely has to address any concerns that we have not already brought to their attention—along with a proposed solution. We have a culture of adherence to federal, state, and local policies that allows us to operate at high speed with little risk of recaptured funds. In fact, HGA has **never** had a dollar under their management recaptured by **any** federal program.

Table 2: Team Experience by SOW Area. *These example projects represent work that is similar to the SOW tasks in size, complexity, or scope, all for governmental clients.*

Contractor	Similar Project	DRGR	Relocation	Buyouts	QA/QC	Plan & Policy Development	Finance and Compliance	Small Rental	Affordable Housing	Construction Trades & Code Enforcement	Environmental Review	Infrastructure	Reporting	Housing Recovery	Project Management	Training	Working w/ Other Contractors	Staff Augmentation	Point of Contact Information
HGA	NCORR Staff Augmentation for CDBG-DR Program Delivery and Program Oversight	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Ryan Flynn, Chief of Staff, NCORR (919) 302-2279 ryan.flynn@ncdps.gov
HGA	LA OCD Restore Louisiana CDBG-DR Housing Program Management		●	●	●	●	●				●		●	●	●	●	●		Gina Campo, Deputy Executive Officer, LA OCD (225) 342-1854 gina.campo@la.gov
HGA	NY GOSR Hurricane Sandy CDBG-DR Infrastructure and Community Reconstruction Program	●	●	●	●	●	●			●		●	●		●	●	●	●	Natalie Wright, former Deputy Executive Director for Community Reconstruction, Infrastructure, and Small Business, NY GOSR (612) 868-4186 wright.2.natalie@gmail.com
HGA	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 (612) 868-4186 wright.2.natalie@gmail.com
HGA	Plaquemines Parish CDBG-DR Housing Assistance Program		●		●	●	●				●		●	●	●				Hilda Lott, Grants Administrator, Plaquemines Parish Government (504) 297-5000 hlott@ppgov.net
HGA	LA OCD Hurricane Katrina/Rita CDBG-DR Infrastructure	●			●	●	●		●		●	●	●		●		●	●	Pat Forbes, Executive Director, LA OCD (225) 219-9600 Patrick.forbes@la.gov
HGA	Lafayette Parish Consolidated Government FEMA HMA Housing			●	●	●	●				●		●	●	●		●		Melanie Jumonville, Lafayette Consolidated Government (337) 291-7177 mjumonville@lafayettela.com

Contractor	Similar Project	DRGR	Relocation	Buyouts	QA/QC	Plan & Policy Development	Finance and Compliance	Small Rental	Affordable Housing	Construction Trades & Code Enforcement	Environmental Review	Infrastructure	Reporting	Housing Recovery	Project Management	Training	Working w/ Other Contractors	Staff Augmentation	Point of Contact Information
HGA	LA OCD Restore Louisiana CDBG-DR Residential Inspection Services				●	●	●						●	●	●	●	●		Jeff Haley, Chief Operating Officer, LA OCD (225) 341-2270 Jeff.Haley@La.gov
GCR	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 (202) 402-4649 Tennille.S.Parker@hud.gov
GCR	Jefferson Parish, LA Grant Management Support					●	●		●			●	●		●	●	●	●	Tamithia Shaw, Director, Jefferson Parish Department of Community Development (504) 736-6262 tshaw@jeffparish.net
GCR	NY GOSR Grants Management for Hurricane Sandy			●	●	●	●		●			●	●	●	●	●	●	●	Natalie Wright, former Deputy Executive Director for Community Reconstruction, Infrastructure, and Small Business, NY GOSR (612) 868-4186 wright.2.natalie@gmail.com
GCR	California Dept. of Housing and Community Development CDBG-DR Grants Management Services	●			●	●	●		●			●	●	●	●	●	●	●	Susan Naramore, Sr. Specialist–Disaster Recovery, Dept. of Housing and Community Development (916) 263-0371 susan.naramore@hcd.ca.gov
Mpact	NY GOSR Hurricane Sandy				●	●										●	●	●	Mr. Jonnel Doris, former Interim Director, Monitoring & Compliance, NY GOSR (212) 341-5043 JDoris@cityhall.nyc.gov
Mpact	LA OCD Restore Louisiana Homeowner Assistance Program		●		●	●											●		Lauren Tichenor Nichols, Director of Policy, Resilience, and Strategic Initiatives, LA OCD (225) 219-9600 Lauren.Tichenor@la.gov

Contractor	Similar Project	DRGR	Relocation	Buyouts	QA/QC	Plan & Policy Development	Finance and Compliance	Small Rental	Affordable Housing	Construction Trades & Code Enforcement	Environmental Review	Infrastructure	Reporting	Housing Recovery	Project Management	Training	Working w/ Other Contractors	Staff Augmentation	Point of Contact Information
Mpact	City of San Marcos, TX CDBG-DR Housing Program		●		●	●										●	●	●	Stacy Brown, Manager, City of San Marcos, TX (512) 805-2604 sbrown@sanmarcostx.gov
Mpact staff Gilbert Martinez	State of Texas Hurricanes Rita, Ike, and Dolly and Texas Wildfires Environmental Reviews										●					●	●		Heather Lagrone, Chief of Staff, Texas General Land Office (512) 475-5000 Heather.Lagrone@glo.texas.gov
Mpact staff Gilbert Martinez	City of Asheville, North Carolina Community Development Department										●								Paul D'Angelo, Director of Community Development, City of Asheville, NC (910) 297-2749 pdangelo@ashevillenc.gov
SA-DR	NCORR Staff Augmentation for CDBG-DR Program Delivery and Program Oversight (sub to HGA)			●	●	●	●					●	●		●		●	●	Dennis Farrar, HGA (518) 256-3558 dfarrar@hga-llc.com
SA-DR	NY Rising Hurricane Sandy Interim Mortgage Assistance		●	●	●	●	●	●					●	●	●				Esrone McDaniels, VP, The Servium Group (850) 284-8034 esronemc@gmail.com
SA-DR	NC HMGP Acquisition and Relocation Program		●	●	●	●	●							●	●	●	●	●	Cheryl Perry, NC Assistant Attorney General (919) 716-6565 cperry@ncdoj.gov

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5.0 Plan to Meet the Scope of Work

HGA fully understands the scope of work, as we have been providing the majority of the requested services to NCORR for almost a year. Our approach will be to continue providing experienced, qualified personnel that not only meet the minimum requirements of the requested positions but, in most cases, far exceed the requested qualifications and experience. Additionally, we will continue to provide executive management support and oversight to NCORR and our Team to ensure that our personnel are performing as expected, completing assigned tasks on time and at the level of quality that NCORR requires.

Unlike some firms that must hire new staff to provide expert administrative support services, the HGA Team already has personnel embedded in NCORR's offices, and has identified current employees and trusted consultants to fill the new positions that NCORR has requested. All of the HGA Team's current NCORR-assigned staff are standing ready to continue augmenting State staff as requested, and our new proposed personnel have committed to be in Raleigh to begin work within one week after contract execution. Our Team offers the best-value solution, as our staff will not require any time to get up to speed and can seamlessly continue providing the services and support we have been providing for the past 10 months.

5.1 Staff Augmentation

To be successful in supporting CDBG-DR programs, HGA must not only provide technically competent staff with the levels of experience needed to make NCORR successful; we must also provide staff members who can work side by side with their State counterparts. Upon award notification, the HGA Team will work with NCORR to ensure the seamless continuation of support from our existing staff and to identify new personnel who will support NCORR. Should NCORR have reservations about any of the proposed primary staff, the HGA Team will work with NCORR to determine which secondary option would be the best fit for that position.

The HGA Team's approach to staff augmentation goes beyond providing day-to-day staff who will work in NCORR's offices. Members of our management team, such as HGA Vice President Jack Hunt and M'pact's President Spurgeon Robinson, will continue providing support and oversight to NCORR at no cost. Our management team members will be in Raleigh periodically to meet with NCORR and our staff, and will remain engaged throughout the life of the contract.



The HGA Team will measure success in the same manner that it has on prior successful engagements. We will work with NCORR to develop discrete deliverables that our staff are responsible for and will regularly track progress on them through quantitative and qualitative measures to provide transparency into our progress on assigned tasks or scopes. In all our programs, HGA puts an extreme focus on transparency in reporting and tracking. In fact, we believe that much of our success is due to our focus on this. We will work with NCORR to ensure that our reporting will meet their expectations and to ensure a successful implementation of the requested services.

The HGA Team also has a long history of working successfully with many different types of contractors in various roles. We have worked with multiple systems of record, and have taken advantage of the many recent technological advances that help users to administer CDBG-DR funds more efficiently, such as Elation for analysis of Davis-Bacon, Section 3, and drawdown and disbursement, and HEROS for environmental reviews, advanced GIS capabilities, and new platforms for sharing and uploading data easily.

The approach our staff will use to address each subtask listed in the RFP is discussed in Section 5.3 beginning on page 23.

5.2 Knowledge Transfer

A key component of the HGA Team strategy is to continue to transfer knowledge to State staff as we have been doing for the past 10 months. This is an ongoing process as the programs change from one phase to another. The processes needed for developing applications are clearly different from those necessary for supporting procurements or executing construction contracts. We have provided and will continue to provide training for State staff as requested by NCORR, and will continue to propose areas where training may be beneficial. We have provided staff augmentation to other CDBG-DR grantees and left them better able to manage their remaining grant work, and we anticipate providing similar training, capacity building, and mentorship to NCORR staff as directed. For example, in New York, HGA developed and conducted Grant Administrator training for NY GOSR staff, complete with materials and examples for the Grant Administrators to work through. We then followed up with supervised on-the-job training where NY GOSR staff received regular feedback and support from senior HGA staff.

5.3 Task-by-Task Approach

5.3.1 Task 1: Provide Disaster Recovery Grant Reporting System (DRGR) Support Staff

The HGA Team understands that for any recovery program to be effective, the entire organization needs to operate efficiently and effectively, with the finance, legal, and monitoring and compliance departments being critical to success. Without these departments working in coordination with the program staff, fiscal draws from HUD to implement specific recovery programs could not be made; imperfect oversight of contractors and subrecipients could create financial risks for the State; and funds could even be clawed back. Simply put, DRGR and financial management systems need to be set up in a manner that allows NCORR to draw funds in a timely manner to address statewide recovery needs; to reimburse the wide range of subrecipients, contractors, and homeowners in timely fashion; and to apply strong oversight to ensure that these fiscal processes can pass HUD's monitoring and audits.

Over the past year, the HGA Team has supported NCORR with the DRGR reporting requirements for grant-funded activities, to include the following:

- Collecting and preparing data for Action Plan (AP) and Quarterly Performance Report (QPR) review and submittal in DRGR at the end of the quarter.
- Creating a reconciliation process that is used to reconcile DRGR monthly.
- Helping the North Carolina DPS fiscal department to process voucher adjustments.
- Assisting the NCORR team with DRGR reports and the data requirements for entries into DRGR.
- Supporting Section 3/FFATA reporting.
- Presenting guidance for all approved Action Plan budget structures for DRGR.
- Preparing the AP/QPR summary of charges for HUD review every quarter.
- Meeting with Program Managers to discuss the data requirements related to their areas for entry into DRGR, to achieve AP/QPR compliance.
- Running DRGR reports for NCORR reporting staff to help them track weekly and monthly grant disbursements.
- Reviewing draw vouchers in DRGR and Salesforce for accuracy.
- Reconciling DRGR, Salesforce, and the North Carolina Accounting System (NCAS) every month.

- Maintaining DRGR for NCORR in accordance with the Action Plans approved by HUD (Hurricane Matthew Action Plan, Amendment 5; Hurricane Florence Action Plan; and CDBG-MIT Action Plan)

5.3.1.1 Meeting NCORR's DRGR Needs

The HGA Team is currently working to train the North Carolina Department of Public Safety (DPS) fiscal team on procedures for processing draws in compliance with HUD requirements. To ensure knowledge transfer, the HGA Team proposes cyclical training with the DPS fiscal team. Our goal is to provide technical assistance to NCORR Program Managers to increase their understanding of what data is needed for reporting in DRGR. We will deliver this by developing detailed guidance that Program Managers can refer to. We are also creating a documented process for NCORR to ensure the proper reporting of HUD's Section 3 and Federal Funding Accountability and Transparency Act (FFATA) requirements.

DRGR Support Success Story

When HGA Team DRGR staff first came on board with NCORR in July, they were asked to help submit an accurate AP/QPR for DRGR at the end of the quarter. NCORR had just taken over the grant, and had been notified at the last minute that they were responsible for the submission. NCORR, as a new grantee, did not yet have a process in place. Our DRGR team gathered all the necessary data to be entered in DRGR and created a summary report of changes made during the quarter, as required by HUD. As a result, NCORR was able to submit the AP/QPR on time and it was later approved by HUD.

5.3.2 Task 2: Provide Relocation Specialist

The HGA Team's Relocation Specialist has helped NCORR to develop policy manuals and Standard Operating Procedures (SOPs) for the Temporary Relocation Assistance (TRA) Program and the Uniform Relocation and Real Property Acquisition Act of 1970 (URA), including the NCORR URA Policy Manual. The URA Policy Manual is currently under review by NCORR's Senior Management Team. The TRA procedures that we developed are already being put into use to help give people a place to live while their homes are being repaired or replaced.

Every state has to deal with the complexity of implementing the TRA and URA elements of CDBG-DR programs, and the HGA Team has successfully guided other states through this process with zero findings by HUD. The relocation elements of recovery programs must be compliant with federal regulations while still providing homeowners and tenants with support to lessen the impact of the displacement and to ensure decent, safe, and sanitary housing for displaced persons. Relocation is an expensive element of a recovery program; if not implemented correctly, it can result in even greater costs due to non-compliance. It can also generate significant applicant

dissatisfaction when things go badly. For those reasons, all relocation policies and procedures should be established early in the recovery lifecycle, and program staff should be trained well, then given appropriate resources to let them identify issues and resolve them quickly.

Relocation Achievements To Date

The HGA Team's Relocation Specialist has supported NCORR in the following ways over the last year:

- Managed the temporary relocation of more than 100 mobile homeowners in first six months of operation.
- Performed strategic outreach services to homeowners with special needs as requested by NCORR Community Outreach Team members; served as a representative of NCORR/ReBuild NC during home visits.
- Provided a high level of customer service to the Construction Teams (NCORR and AECOM), helping them with project scheduling, construction scheduling, and reservations.
- Cultivated strong working relationships with community partners such as hotel managers, statewide moving and storage companies, and social services agencies.
- Provided real estate market research to determine available rental housing in various residential and business communities statewide to serve as both permanent housing and temporary housing resources.

5.3.2.1 Meeting NCORR's Relocation Needs

Upon contract execution, the HGA Team will work with NCORR staff to confirm final URA and TRA SOPs and policies, including workflow diagrams. The policies and procedures must be comprehensive, including all required eligibility requirements, benefit calculations, and requirements for conducting relocation advisory services. Relocation advisory services are required for URA and are key to a program's success. Our Relocation Specialist is experienced in developing procedures for advisory services, including explaining the tenant's rights, providing alternative housing options and referrals, and establishing procedures for conducting Housing Quality Standards (HQS) inspections prior to relocation. The Relocation Specialist will assist with revisions of policy or procedures as needed over the course of the contract.

Shantelle Mears, Relocation Specialist

Shantelle Mears holds a certification in Relocation Assistance from the International Right-of-Way Association (IRWA) and has 24 years of direct experience in URA relocation, with four years of URA under the CDBG-DR Program. Ms. Mears has worked as an independent relocation consultant for the North Carolina Department of Transportation, where she managed the relocation of 45 residents and businesses in New Hanover and Moore Counties. She has been serving as the HGA Team's Relocation Specialist for the last 10 months.

Our Relocation Specialist will work with NCORR staff and the developers of the system of record (Salesforce) to provide data and user requirements to ensure that the

appropriate data is captured and that relocation programs are compliant. The system will allow program staff to collect all required data and to record that the appropriate notifications have been sent to the appropriate homeowners or tenants at the appropriate time. Documentation of the timeliness and content of notifications is critical to relocation compliance.

Throughout the course of our contract, the Relocation Specialist will serve as a subject matter expert to resolve complicated issues and coordinate between contractors, vendors, and other agencies. The Relocation Specialist understands how relocation can impact the low-to-middle-income (LMI) community—such as the elderly and tenants with Housing Choice Vouchers—and knows how to work with other agencies to ensure that they maintain their benefits while minimizing the impact of relocation. The Relocation Specialist will help NCORR to implement the URA and TRA Programs, to include conducting reviews of applications for financial, programmatic, and data integrity.

The Relocation Specialist will oversee the mailing, tracking, and documentation of the required relocation notifications. The timing and content of these notifications are critical to program compliance. Documentation in the system of record must show that the notifications were sent. The Relocation Specialist will develop and present a URA/TRA monitoring plan for each recovery program for NCORR’s approval. The Relocation Specialist will monitor relocation compliance and report on the results, providing recommendations for corrective actions. Based on the findings, the Relocation Specialist will develop targeted training to prevent future issues.

Relocation Services Success Story

The HGA Team’s Relocation Specialist **developed draft TRA policy guides and SOPs** to help NCORR get its Relocation Program off the ground, then provided TRA Case Management services to implement the policies and procedures. From August through December of 2019, our Team staff **helped 13 families** in Columbus, Robeson, Brunswick, and Bladen Counties to move into temporary housing with friends and family, alternative temporary apartments, or hotels at State of North Carolina government rates while their homes were being repaired. We also **negotiated with storage companies** to store homeowners’ personal property during this time. We gave particular attention to displaced homeowners with limited mobility and transportation. Once construction had been completed, families were able to move back out of temporary housing into their finished homes.

5.3.3 Task 3: Provide Buyout Subject Matter Expert (SME)

After North Carolina experienced two historic flooding events back-to-back with Hurricanes Matthew and Florence, governments at both the state and local levels saw a strong need to implement a large buyout and acquisition program to avoid future repetitive losses. The Strategic Buyout Program, as it is now called, has been rolled out and is moving into the implementation phase. NCORR leadership staff approved the Buyout Program

Continuous Adjustments for Changing Conditions

When the Strategic Buyout Program launched, it was only available to single-family homeowners who occupied the damaged property at time of the storm. Starting in April, **the Program expanded to allow rental properties and owner-occupied properties**, after it was discovered that many areas once occupied by homeowners are now occupied by renters.

Manual developed by HGA Team staff on at the beginning of November 2019 and rapidly followed up with the program launch on January 27, 2020, in Whiteville, NC. All of the areas impacted by Hurricane Matthew and proposed for Buyout Zones have agreed to participate in the Program and have signed Cooperative Agreements. Unfortunately, the COVID-19 crisis has slowed the program's recent progress somewhat, as the ReBuild NC Centers have been closed through at least April 2020. NCORR has already begun adjusting its processes to address this new environment, so the Buyout Program's progress should resume shortly.

The HGA Team's Buyout SME helped NCORR leadership and program staff to develop all the basic components of the Buyout program. Our staff developed the first formal draft of the Program Manual, and have delivered a second version of the Manual that we substantially revised to include new program elements. The HGA Team SME currently supports NCORR by reviewing and editing draft SOPs, making policy recommendations, participating in meetings with the implementing contractor, reviewing and editing program forms, and doing research on components of the program to be implemented, such as short-sale negotiation.

5.3.3.1 Meeting NCORR's Buyout Needs

Our Buyout SME will continue to work very closely with the NCORR legal and procurement departments to ensure the following outcomes:

- The proper legal instruments and documentation are recorded accurately as buyouts move forward.
- Such documentation is stored in each project file.
- Program procurements are sequenced and completed in a HUD-compliant manner.

Because the State is already using funds from its HMGP allocation and Disaster Recovery Act program to fund buyouts and acquisitions in North Carolina, and because a number of residents wish to move to higher and safer ground, the State will need to allocate a large portion of its CDBG-DR funds to buyouts, including a majority of the funds in the \$168 million CDBG-MIT allocation. Our Buyout SME will work hard to ensure that, as the buyout program advances, the documentation will show that there has been no duplication of benefits. HGA has a perfect record of **zero funds being recaptured** (for any reason) over the multiple billions of dollars under its management, so NCORR can be confident that the Buyout SME will keep the documentation complete, preventing risk to the State as much as possible.

Strategic Buyout Achievements

The HGA Team's Buyout SME worked with the HUD TA provider to **develop the methodology for calculating the offer price** in a way that meets HUD's complex regulations. With her support, NCORR was able to develop the Program and launch it as scheduled in January 2020. Our SME has kept the manual up-to-date, reflecting program changes so that they can be communicated clearly to the implementing contractor.

The HGA Team's proposed primary Buyout SME is ready to hit the ground running with this program, as she has direct experience working with a large CDBG-DR buyout and acquisition program, as well as a Small Rental Repair program, and FEMA PA and Individual Assistance (IA) grants. This experience operating across multiple federal program areas will help NCORR to do the following:

- Implement a buyout and acquisition program that uses the appropriate funding source.
- Safeguard against duplication of benefits.
- Define or review the Disaster Risk Reduction Areas that NCORR has developed.
- Ensure that best practices used in other states can be incorporated into the NCORR program.

Our approach also includes using our Team's collective experience to help with building out NCORR's system of record for a buyout and acquisition program. The system's workflow will be crucial for user understanding of how the program will work (and how to monitor it). We will use our experience, in coordination with NCORR guidance, to help develop the workflow in a way that makes the process clear and easily manageable.

Our Buyout SME will assist NCORR in reviewing and revising any manuals as needed, and in implementing NCORR's applicant outreach strategy and intake process to

minimize the burden of applicants who have previously supplied information to FEMA. She will also attend on-site meetings with local buyout participants, stakeholders, and subrecipients as directed by NCORR.

The HGA Team is also aware that NCORR has identified the need for an attorney specializing in real estate law and a Review Appraiser. To perform acquisition with federal funds, a Review Appraiser must review all appraisal reports developed by the third-party appraiser. A Real Estate Attorney would assist with real estate issues for the Buyout Program and other ReBuild Programs by advising NCORR on real estate issues, such as acceptable forms and documentation of ownership; multiple owners and estate issues; title issues; property valuation; and the development of a land trust, if NCORR decides to pursue that objective. While HGA is not proposing to provide these positions as part of this bid, HGA could provide staff for these positions under a contract modification should NCORR determine that such an arrangement would benefit their recovery programs.

Buyout Success Story

Applicants to the Strategic Buyout Program were **required to apply in person** at a Rebuild NC Center. However, these centers were closed as a result of the recent COVID-19 stay-at-home order. HGA staff developed a draft protocol for continuing to market the program and **moving forward with the application process** by phone even though applications cannot be taken in person.

5.3.4 Task 4: Provide QA/QC Specialists

Quality assurance and quality control (QA/QC) for NCORR's recovery programs is performed by the Compliance and Monitoring Team, which is responsible for performing monitoring and compliance of the Rebuild NC CDBG-DR and CDBG-MIT programs for Hurricanes Matthew and Florence. Currently, the Compliance and Monitoring Team is in the process of designing, developing, testing, implementing, and operationalizing the programs' compliance tools and checklists in order to effectively monitor all segments of the programs. The HGA Team's QA/QC Specialists have finalized several checklists and used them to monitor areas of the Rebuild NC programs, such as small business, single-family housing, and infrastructure. In cases where NCORR is still diligently ramping up and rolling out programs, our QA/QC Specialists are ready to begin testing and operationalizing those monitoring tools once the programs acquire final approval. As NCORR finalizes its program policies and SOPs, our QA/QC Specialists will fine-tune each program's monitoring tools and checklists in accordance with NCORR's approved Action Plan (as amended), 2 CFR 200, and all applicable federally mandated programs. The HGA Team's QA/QC Specialists will diligently provide QA/QC for all programs as they roll out.



Our team of QA/QC Specialists have developed a comprehensive monitoring plan for each of NCORR's current programs and subrecipients, following the recommendations of HUD's Office of Community Planning and Development Monitoring Handbook and other best practices. We worked with NCORR to develop program and project risk assessment tools to identify and prioritize program activities based on potential risks. The activities to be monitored will include key control points in the program such as applicant eligibility determination, calculation of duplication of benefits, award determination, and construction milestones, as well as activities related to procurement, contract oversight, and subrecipient management. The monitoring plan prescribes the appropriate level of data review, frequency of review, and on-site monitoring as needed for each of the programs and subrecipients. The plans employ a variety of monitoring techniques such as sampling and batch pass/fail. The monitoring plans also detail how the monitoring results will be documented, reported to NCORR, communicated to the appropriate contractors or subrecipients, and tracked to ensure that corrective actions have been addressed in a timely manner.

QA/QC Achievements To Date

The HGA Team's QA/QC Specialists have supported NCORR in the following ways over the last year:

- Assisted NCORR staff with QA/QC review of hundreds of single-family applicant files and grant determinations in June through July of 2019. This helped NCORR to meet its HUD-mandated quota of 1,500 applicant files submitted by September 2019, allowing NCORR to receive "on pace" status from HUD.
- Helped NCORR to complete the CDBG-DR MIT P.L. 115-123 Financial Management and Grant Compliance Certification Checklist package to HUD, allowing them to become the first state to submit a completed CDBG-MIT package to HUD by the deadline.
- Completed a monitoring review of the Small Business Loan Program that could ultimately allow NCORR to recover millions of dollars loaned through the program.
- Completed draft monitoring work plan and schedule; program and project risk assessment tools; and monitoring templates and checklists.
- Helped NCORR develop material for and facilitate four separate CDBG-MIT public hearings.
- Developing the draft agenda and PowerPoint briefing for a technical assistance training event for all subrecipients to prepare for an upcoming HUD visit.
- During the months of February and March of 2020, completed the below monitoring reviews:
 - Robeson County Housing Draw Review, 38 change orders
 - Single Family Housing Program Review, 15 housing activities
 - Small Business Program Review, 3 small business lenders and 30 small business borrowers

Currently, our QA/QC Specialists are on schedule to complete the Finance review, which is due in mid-April 2020 and includes a preliminary review of eight housing draw requests.

5.3.4.1 Meeting NCORR's QA/QC Needs

Our QA/QC Specialists developed NCORR's program and project risk assessment tools, used to rate and rank NCORR subrecipients, programs, and projects. We are currently using these tools to identify the funding recipients, programs, and projects that pose the greatest risk of compromising the integrity of the CDBG-DR or CDBG-MIT programs. This process will help the team to prioritize decisions, allocate staff and resources appropriately, determine what type of monitoring is necessary, and ultimately help NCORR to avert or mitigate any potential risks identified. The outcome of the assessments will result in a comprehensive monitoring visit for which detailed monitoring reports will be developed, with findings and concerns clearly documented. Our team will continue to implement the risk assessment process and modify it as needed as programs and projects evolve.

Our team of QA/QC Specialists will be assigned to monitoring activities based on their specific area of programmatic expertise, including the following:

- Program eligibility and long-term compliance
- Duplication of Benefits (DOB) and Verification of Benefits (VOB) determination
- On-site visits for monitoring subrecipient procurement, financial, and construction activities
- Quality review of deliverables such as awards, environmental reviews, damage inspections, etc.

The QA/QC Specialists will also be cross-trained to assist in other areas, providing ample coverage to support program start-up or surges in volume. The monitoring will be established for prime contractors, construction management contractors, subrecipients, and any contractors procured by subrecipients.

The QA/QC Specialists will work continuously with NCORR and the system of record developer to ensure that system workflow modules capture appropriate data and provide required reporting for implementation and successful monitoring of all recovery programs.

Kristina Cruz, QA/QC Specialist

The HGA Team's lead for the group of QA/QC Specialists will be Kristina Cruz. Her **20 years of experience** includes providing leadership and technical assistance in the areas of HUD CDBG-DR grant management and implementation, monitoring plan development, QA/QC, monitoring compliance oversight, training, duplication of benefits, case management, operational efficiency, and financial management. She has led the preparation of responses to HUD and OIG audits as well as written compliance policies and procedures. For NY GOSR, Ms. Cruz was responsible for developing the monitoring plan, developing templates for HUD approval, conducting internal and subrecipient training, and providing oversight of all monitoring activities for CDBG-DR and FEMA allocations following Sandy, Irene, and Lee. Following two historic flash and river flood events in San Marcos, TX, Ms. Cruz served as the lead case manager for the CDBG-DR allocation for activities related to disaster relief, long-term recovery, restoration of infrastructure and housing, and economic revitalization. She has also provided case management services for the Texas Rebuilds Partial Repair & Essential Power for Sheltering (PREPS) Program that provided minor rehabilitation of damaged homes that were impacted by Hurricane Harvey.

Ms. Cruz currently serves as **lead QA/QC Specialist for NCORR's Monitoring and Compliance Department**. Her duties include evaluating risk assessments, monitoring plans, monitoring reports, and monitoring corrective action reports. She provides direct supervision to assigned staff and reports directly to the program's Finance Chief and Compliance Director.

Maintaining compliance and mitigating all negative concerns and findings to the greatest extent possible is important to all monitored entities. Once a monitoring plan has been approved by NCORR, the QA/QC Specialists begin to provide ongoing monitoring, report regularly on monitoring results, and offer recommendations for corrective actions to mitigate future risks. Our QA/QC Specialists have created monitoring tools that help with the process of documenting concerns and findings and notifying the appropriate entities. These monitoring tools have been reviewed and approved by NCORR's Compliance Director.

Experience Providing Compliance and Monitoring Technical Assistance

For NY GOSR, Mpact developed monitoring and compliance procedures and training and performed monitoring visits and follow-up for CDBG-DR subrecipients for Hurricane Sandy recovery throughout New York State. All affected counties, municipalities, and state agencies were monitored. Mpact prepared and performed all subrecipient training for compliance and monitoring requirements and performed monitoring visits and follow-up action administration. Mpact's CDBG-DR monitoring included documentation reviews and preparation for on-site visits, national objective eligibility, record-keeping systems, financial management systems, procurement, equipment and real property, non-discrimination and actions to further fair housing, and conclusions. Mpact reviewed 75-80 projects for both Davis-Bacon and related Acts, and program compliance.

As each program matures, the ongoing monitoring may identify trends that require adjustments to the monitoring plan and reveal opportunities to improve program performance through training. In those situations, our Specialists will meet with NCORR staff, program contractors, or subrecipients to provide recommendations for modifying their processes. Our QA/QC Specialists will interface with NCORR's internal

training staff to describe all policy and process modifications and to provide training content as needed. Additionally, the QA/QC Specialists recently provided technical assistance to all NCORR subrecipients. The technical assistance visit was NCORR's first as the grantee, and it proved a success. The visit provided information to ensure that NCORR subrecipients were aware of their obligations to maintain compliance with HUD rules, all federal and state regulations, and program requirements as they administer their individual programs. Our QA/QC Specialists will continue to develop technical assistance material and use it to conduct training via webinar and as needed for the State, their contractors, their subrecipients, and all local staff.

Our Team's QA/QC Specialists will work with the rest of the HGA Team staff and NCORR staff to ensure that files from all programs are compliant and ready for HUD or third-party monitoring and audits. It is the QA/QC team's goal to establish processes and monitor performance to ensure a compliant and efficient program closeout. Our QA/QC Specialists are committed to the development of weekly training sessions for program staff members who perform the day-to-day operations of all NCORR programs to ensure that they understand policies and procedures, receive real-time policy changes, and understand how to effectively implement any changes.

QA/QC Success Story

During the CDBG-MIT initial public hearing, NCORR staff met with the public to address NCORR's plans to administer program funds and to answer questions regarding program opportunities for the forthcoming CDBG-MIT funds. However, they had not anticipated receiving a flood of questions from the public regarding the status of their individual cases. The questions included what stage of the program they were in, what was the status of their grant award, when would construction begin on their home, what additional documentation did the State need to move forward with their files, and more.

Before the next public hearing—scheduled for the following day—**HGA Team QA/QC staff developed sign-in sheets, applicant questionnaires, and a process for using both** most effectively to help NCORR's case management team address the influx of case-specific questions. In an effort to ensure that the applicant's personal identifiable information was not compromised, the case management team used the sign-in sheets and questionnaires to maintain order as they navigated through the applicant caseload, reviewed the applicant files in Salesforce, and addressed the applicant's questions in real time. The case management team was able to document their findings and **respond to each applicant's questions and concerns immediately.**

After the public hearings were over, the case management team used the sign-in sheets and questionnaires to update the applicants' case files with the information discussed at the public hearings. They followed up with the applicants whose files required immediate attention, and fast-tracked those files as needed to ensure that applicant concerns would be addressed. Later, the sign-in sheets and questionnaires were used to verify the case management team's attempt to address the applicants' concerns and mitigate their dissatisfaction. As a result of the HGA Team's support, NCORR's case management team was able to address the public's questions more effectively, which **made NCORR's CDBG-MIT public hearings more successful.**

5.3.5 Task 5: Provide CDBG-DR/MIT Planning and Policy SMEs

The HGA Team has proposed seven primary CDBG-DR/MIT Planning and Policy SMEs with extensive experience in planning, implementation, and program delivery in various CDBG-DR and CDBG-MIT engagements with multiple grantees. This seasoned group has provided invaluable technical assistance and training; applied federal programmatic guidelines and best practices; synthesized new federal guidance, written application plans and subsequent amendments, and provided training. They have become invaluable resources to grantees, their stakeholder partners, vendors, and all other parties who have vested interests in seeing federally-assisted programs succeed and efficiently deliver services to eligible individuals and communities that have survived disasters.

The current group of HGA Team Planning and Policy SMEs have been embedded with NCORR for nearly a year, and have become trusted and valued colleagues and advisors to NCORR leadership, Program Managers, and staff. They have stood at the ready to help NCORR respond to HUD and the Office of Inspector General (OIG), sitting in on meetings with them as requested to help resolve any issues of concern and generate fully developed responses to satisfy any and all questions. As NCORR staff have grown significantly in numbers over the past year, the HGA Team has provided training opportunities to NCORR, subrecipients, and vendors. Our proposed HGA Team Planning and Policy SMEs will continue to provide training—hopefully in greater numbers and with a more varied menu, to accommodate NCORR staff’s very busy schedules.

The current HGA Team Planning and Policy SMEs have completed all aspects of data and unmet needs analysis for multiple grantees, working in tandem with their leadership and program staff, to support the development of action plans and amendments that were accepted and approved by HUD. They have authored program manuals for buyout, rehabilitation, reconstruction, reimbursement, economic development, public infrastructure, affordable housing, and public service projects. They are ready to provide these and related services to NCORR immediately upon contract start. Most of our proposed primary SMEs have already been providing similar services directly to NCORR.

The collective experience possessed by the proposed HGA Team staff enables them to incorporate federal statutory requirements, best practices, and programmatic requirements stipulated by federal law and notices into program policy so that grantees and subgrantees will be fully versed in and remain compliant with HUD’s grant expectations throughout the entire grant lifecycle. Our proposed Planning and Policy

SMEs can easily pivot from performing analyses and drafting and editing policies and procedures to determining extant grantee areas of improvement, to supporting program implementation, and ultimately to monitoring grant closeout activities.

Our Planning and Policy SMEs will use their experience in North Carolina and elsewhere to regularly evaluate and improve processes and procedures. As HUD continues to refine its reporting and disaster-specific requirements, our SMEs will respond accordingly to meet the evolving needs of HUD and its grantees. Our SMEs will use HUD webinars and notices, combined with the shared knowledge base of their SME community, to find out about changes the minute they happen. Early warning of these Community Planning and Development (CPD) notices and proposed (and later adopted) Federal Register changes will give NCORR a head start on modifying policies and procedures to remain compliant with shifting federal funding rules.

We have addressed requirements for the more specialized areas of expertise requested with respect to this group of SMEs in the sections that follow.

CDBG-DR Planning and Program Support SME Achievements

The HGA Team has worked in conjunction with NCORR leadership and Program Managers on the following efforts:

- Supported development and editing of the Housing Recovery, Buyout, Public Housing, Infrastructure, and Small Rental Program Manuals.
- Supported development of 13 federal statutory compliance policies and procedures.
- Developed certification checklists supporting the submissions of both the CDBG-MIT and Hurricane Florence Action Plans.
- Developed the CDBG-MIT certification package, which required the development of many standard organizational policies.
- Provided technical assistance on HUD regulations and program requirements to NCORR and subrecipients, as requested.

5.3.5.1 Task 5.a: Finance and Compliance SME

Maintaining compliance and stringent financial controls is critical to managing CDBG-DR and CDBG-MIT grants, as failings in this area can lead to recapture of funds, sanctions, or even termination of grant agreements under the most extreme situations. Since June 2019, the HGA Team's proposed primary Finance and Compliance SME has led the Team's efforts to draft and modify all requisite NCORR statutory compliance policies and the certification checklist packages for both the CDBG-MIT and Florence CDBG-DR action plan submissions. He also has helped to revise NCORR's Financial Management Manual, been tasked with responding to HUD's questions and concerns during monitoring visits, and worked as an integral part of the Monitoring and



Compliance Team’s efforts to develop the subrecipient monitoring manual, develop QA/QC checklists, perform risk assessment analysis, and provide training to subrecipients. HGA understands that the Finance and Compliance SME position will be key to maintaining NCORR’s respected position as a grantee with HUD and critical to providing correct and valuable support not just to the Finance Department, but to NCORR in its entirety.

Since June 2019, our proposed primary Finance and Compliance SME has written or contributed to revisions for NCORR’s policies on anti-fraud, waste, and abuse (AFWA); personal identifying information; program income; minority- and woman-owned business enterprises; Davis-Bacon and related acts; recapture and subrogation; records retention; fair housing; equal employment; Section 504/Americans with Disabilities Act (ADA); language access plan; and other requisite cross-cutting federal statutory compliance policies specific to NCORR that they are required to have.

David Bennett, Finance and Compliance SME

David Bennett has more than 27 years of experience providing all aspects of financial and compliance expertise related to the management of programs and projects funded by CDBG-DR, CDBG, Home Investment Partnerships Program (HOME), Public Housing, Housing Choice Voucher, Economic Development Initiative (EDI), Section 801, Section 236, and LIHTC. He has been responsible for writing programs and policies for entitlement and CDBG-DR grantee communities in the following areas:

- Anti-fraud, waste, and abuse
- Section 3
- Minority- and woman-owned business enterprises
- Programmatic and financial subrecipient monitoring
- Davis-Bacon
- Uniform Relocation and Acquisition Act
- Environmental review
- Fair housing
- Equal employment
- General program administration
- Personal identifying information
- Program income
- Federal funding accountability and transparency
- Loan underwriting for federally assisted capital projects
- General financial management
- Recapture and subrogation
- Procurement
- Lead-based paint and asbestos
- Eligibility reviews

Meeting NCORR’s Finance and Compliance Needs

Going forward, our Finance and Compliance SME will continue to identify policies that may require revision or development and work with NCORR to draft and create such policies. Additionally, the Finance and Compliance SME will draw on his 25-plus years of experience to monitor program development, process flow, and implementation to ensure that programs are complying with cross-cutting federal requirements per the

aforementioned NCORR policies. If needed, he will advise on areas for improvement and potential policy revisions to ensure not only compliance, but also improved program efficiencies.

5.3.5.2 Task 5.b: Housing Programs SMEs

NCORR's Homeowner Recovery Program (HRP), originally called the Single-Family Homeowner Recovery Program, launched in 2018 and provides services related to the reconstruction, rehabilitation, reimbursement of homes and rehabilitation or replacement of manufactured housing units (MHUs). Over the last 10 months, the HGA Team staff have helped the NCORR Policy team to introduce and develop more than 22 significant policy changes to strengthen and streamline the HRP policies. The policy change addressing the July 2019 HUD change to duplication of benefits regulations regarding Small Business Administration (SBA) subsidized loans was a significant change, and this policy development was completed in conjunction with the Hurricane Matthew Action Plan Substantial Amendment #5. In addition, the HGA Team has been instrumental in developing multiple umbrella policies that were required by the HRP, but that will also be used to govern other NCORR programs. These policies include program income; duplication of benefits; appeals; anti-fraud, waste, and abuse; Section 3; Section 504/ADA; recapture and subrogation; lead-based paint and asbestos; private identifiable information; equal employment; records retention; maintaining a comprehensive website; minority- and woman-owned business enterprises; and fair housing.

The HGA Team's approach to policy development has been to develop policies that are compliant with CDBG-DR requirements and that provide clear guidance for operational teams, in order to ensure smooth implementation and efficient processing of applications. The HGA Team Policy and Planning SMEs managed the administrative activities related to policy changes, from presenting new policy changes to the Change Control Board (CCB) to making modifications as directed and managing the executed policy documents. Our staff established the CCB electronic library and tracking logs. The HGA Team staff's vast knowledge of CDBG-DR requirements, understanding of the Federal Registry requirements for the North Carolina storms, and extensive implementation experience allow them to foresee potential issues, assess risks, and develop policies when they are needed. They also know when to address the situation by making practical modifications to the SOPs, rather than implementing complicated new policies.

Housing Program Achievements

The HGA Team has performed the following activities in support of NCORR's housing programs:

- Provided input, guidance, and administrative support for and drafted more than 20 Homeowner Recovery Program policy changes.
- Incorporated updates to the Homeowner Recovery Program Manual to address major program policy changes that took place throughout 2019, including new CCB policy revisions, and to add missing sections for complaints, AFWA, etc.
- Developed and conducted training on CDBG-DR requirements and NCORR policy.
- Provided guidance for structuring the Florence HRP launch.

HGA Team staff have provided guidance, risk analysis, and operational options to the NCORR staff as they and their contractors develop standard operating procedures that are compliant with all policy changes and establish new procedures in areas not previously documented, such as project closeout. The HGA Housing Recovery SME developed content and delivered multiple training sessions on the CDBG-DR project lifecycle, Matthew housing program policy, and policy changes for NCORR staff and contractor staff.

Most recently, the HGA Team staff helped NCORR to prepare for the launch of the HRP for the Hurricane Florence funding. They identified policy topics that needed to be modified to fit new or different requirements for Florence funding and modified the HRP Program Manual so that NCORR could move forward with a consolidated approach to recovery for homeowners affected by both storms.

Meeting NCORR's Housing Program Needs

Going forward, our proposed Housing Programs SMEs will build on the strong policy foundation that NCORR has built with the combined Matthew and Florence Homeowner Recovery Program. These SMEs will work with NCORR leadership and the Policy team to analyze and assess unmet needs as the program matures. The SMEs will perform data analysis to demonstrate NCORR's success and to provide the basis for future action plan amendments to modify programs as needed. The Housing Program SMEs will support the drafting of new action plan amendments for NCORR staff review and approval and help to address public comments. Our SMEs will also work with the NCORR Policy team and the operations contractor to identify issues that impede the progress of applicants and develop policy changes to ensure the efficient processing of applications. They will work directly with the HGA Housing Recovery Program Specialist to develop SOPs based on existing and new policies that set a new standard for industry best practices.

5.3.5.3 Task 5.c: Planning SME

NCORR has an ongoing need for action plan revision and policy development and revision. HUD approved the Matthew Substantial Action Plan Amendment #5 recently; the CDBG-MIT Action Plan was approved by HUD on March 10, 2019; and the Florence Action Plan was recently submitted to HUD for review. NCORR needs to ensure consistency across all of its plans and policies, and that will be accomplished by completing Matthew Amendment #6 and CDBG-MIT Amendment #1 and revising the Florence Action Plan once HUD has submitted its comments to NCORR. In addition, the need to map program activity, use GIS mapping for strategic planning, and map other government disaster investment and activity will be critical to NCORR's ability to course-correct programs and improve program delivery and efficiencies. Such course corrections and improvements are expected elements of any disaster recovery program; they help to ensure that the program is working at peak efficiency even as circumstances change.

Program Planning Support

The entire **HGA Team has provided extensive support to NCORR in development of plans, policies, and procedures** for all of its CDBG-DR/MIT programs, including the Homeowner Recovery, Strategic Buyout, Small Rental Repair, Infrastructure, Public Housing, Procurement, URA, and CDBG-MIT Programs. **GCR has helped customers start up more than 15 of their CDBG-DR programs**, including ones under Restore Louisiana and NY Rising, and California's new programs to address wildfire damages. They provided support for development of action plans, policies, SOPs, program manuals, and supporting materials such as forms and checklists. As one example, GCR helped to develop more than 20 action plans or amendments.

The HGA Team has been active in developing standard program policies that are required by CDBG-DR and CDBG-MIT regulations and are critical to the proper functioning of NCORR. In addition, HGA Team staff have supported the development of the CDBG-MIT Action Plan by organizing the five public hearings held to obtain public input and by helping to develop the CDBG-MIT and overall NCORR Citizen Participation Plans. HGA Team staff routinely review and provide input into policy decisions and contribute to the CCB process to update policies. They attend various program weekly and *ad hoc* meetings to provide technical assistance and update NCORR on where policy and procedure developments are taking place.

Meeting NCORR's Planning Needs

Updating and advising staff regarding HUD regulations and program requirements is an ongoing role that the HGA Team Planning SME will fulfill. We understand that the focus for the Planning SME will be on Action Plan development and maintenance, as well as mapping analysis using GIS programs that the HGA Team will make available

to NCORR at no additional cost. Our Planning SME will work closely with NCORR's Policy Manager to understand the tasks required and the intent of policy changes or action plan amendments. This will help to ensure that accurate revisions are made and that valuable time is not wasted drafting changes that may not reflect what is actually needed.

Planning Success Story

HUD issued new regulations regarding duplication of benefits requirements on June 20, 2019. HGA Planning staff developed a new policy to ensure that NCORR was in alignment with the new subsidized loan requirements by July 2019. The policy development was expedited and staff prepared the documentation necessary for CCB approval. As a result of this support, NCORR was in compliance with the new guidance in a little over one month, while other CDBG-DR grantees took several months to implement the change. The DOB policy changes were also immediately incorporated into all affected program manuals, in addition to the stand-alone, agency-wide DOB policy and procedures.

5.3.5.4 Task 5.d: Small Rental Repair SME

Over the past 10 months, HGA Team staff have taken the lead in writing the Small Rental Repair Program Manual and have helped to plan for the launch of the Program, working through various envisioned program requirements and their applicable implementation processes. The HGA Team helped to develop the first iteration of the Program and developed the first SRRP Program Manual. HGA Team staff is again working collaboratively with the NCORR Housing Opportunities Program Manager, Chief Recovery Officer, and others to develop the policies that will provide the updated framework for the program by holding policy review meetings; crafting a Program-specific duplication of benefits analysis; creating a basis pro-forma to ensure that each assisted structure will be financially viable for years to come; reviewing and making recommendations on deed restrictions, the loan/grant agreement, and if applicable, consequential recapture should an assisted structure not comply with programmatic and affordability restrictions; and developing the program manual.

Meeting NCORR's Small Rental Repair Needs

Currently, the Program Manual is slated to be completed by the end of April 2020. Once it has been completed, our Small Rental Repair SME will continue assisting NCORR with process flow and SOP development and with supporting system build-out requirements for the program's system of record. We will also support planning efforts for launching the program in coordination with NCORR and the implementing contractor. If needed, our Small Rental Repair SME will be available to support additional work to implement the program, such as providing support launch outreach to landlords.

Small Rental Repair Program Success Story

HGA Team staff provided NCORR with a **proposed approach to calculating the structure systems and envelope costs** associated with repairing a two-to-four-unit small rental property in an award and to applying the federal set-aside requirements for Section 504/ADA-compliant units and their retrofit-associated costs. This enabled NCORR to include these requirements in the Program Manual and to factor associated costs into the entire Program budget.

5.3.5.5 Task 5.e: Affordable Housing SME

NCORR's Matthew allocation-funded Affordable Housing Program and Public Housing Program were developed on a subrecipient-driven model, using the NC Housing Finance Agency (NCHFA) as the subrecipient for the Affordable Housing program and local public housing authorities for the Public Housing Program. The NCHFA drew upon its existing Low-Income Housing Tax Credits (LIHTC) program to select the highest-ranked projects that had not received any tax credits. The local public housing authorities implemented projects to repair storm-damaged public housing and to build a new replacement property outside of the 100-year flood plain.

For these Matthew-funded programs, the HGA Team recently developed the Public Housing Program Manual for NCORR, working with HUD's technical advisor to reconcile any potential conflicts between HUD public housing fund requirements and CDBG-DR requirements. We have also been tasked with developing the Affordable Housing Program Manual. The HGA Team has also supported NCORR's affordable housing efforts by performing the following activities:

- Attended and participated in NCORR infrastructure, public housing, and affordable housing meetings.
- Took part in conversations with housing authorities, NCHFA, and infrastructure subrecipients.
- Reviewed Project Information Forms (PIFs) for clarity and storm tie-back.
- Developed FEMA Firmettes.
- Helped subrecipients to provide cogent and updated narratives and data.
- Explained to subrecipients how duplication of benefits analysis and requisite application disclosure forms must be completed in an iterative manner.
- Provided NCORR Program Managers and staff with recommendations on how to revise the PIF template so that PIFs conform to HUD expectations.
- Reviewed and commented on the subrecipient agreement with NCHFA so that all subrecipient duties were fully covered and roles were clear.

- Provided clarity on loan/grant agreements regarding where each funding source's position falls in repayment.
- Provided guidance on how program income will be generated in projects that do have LIHTC and other funding sources in cases where CDBG-DR grants are forbidden and must be conveyed to project financing as loans.
- Provided technical assistance to NCORR staff regarding all aspects of the minimal program management requirements for each program, including time commitments by staff, reporting platforms and requirements, and other aspects.
- Provided other technical assistance.

Meeting NCORR's Affordable Housing Needs

Additional funding has been allocated to affordable housing programs under the CDBG-MIT and Hurricane Florence Action Plans, and NCORR is considering different possible approaches for program design and implementation. The HGA Team staff have decades of affordable housing experience and stand ready to support the two NCORR programs regardless of the type of approach used. For both programs, program design will be important to ensure that affordable housing addresses not only storm-impacted areas, but also areas with the greatest need. Additionally, NCORR may wish to consider leveraging other sources of funding for affordable housing development, in order to make its CDBG-DR/MIT allocations go further.

One idea proposed by NCORR for the Public Housing Program going forward is to use a competitive application approach, where local public housing authorities submit applications for projects that could include rehabilitation or construction of new public housing units. This competitive approach would allow NCORR to develop specific scoring criteria to ensure that the supported public housing options address both the areas with the greatest need and storm-impacted areas. For the Affordable Housing Program, our Team can support analysis and planning efforts to determine areas with greatest need for affordable housing; research other potential sources of funding that could be leveraged; and review non-profit organizations that could support implementation efforts through existing local affordable housing programs.

With their decades-long experience in public housing, LIHTC, and infrastructure projects, the current HGA staff are poised to continue supporting these projects to help North Carolina develop and preserve its committed affordable housing stock.

Affordable Housing Success Story

The CDBG-DR funds allocated for Public Housing under Matthew involve new construction and rehabilitation that adhere to the Faircloth Amendment of requirement for one-for-one replacement. As a result of this unique approach, there were **no similar program manuals** to serve as models for NCORR's Public Housing Program Manual. **The HGA Team researched the Program requirements in order to develop the Program Manual from scratch.** Once again, North Carolina is on the cutting edge of new disaster recovery programs, and the HGA Team is there to support these innovative ways to meet the need for affordable housing felt by the most vulnerable North Carolinians.

5.3.5.6 Task 5.f: Construction Trades/Code Enforcement SME

NCORR's Construction Trades and Code Enforcement Programs are public services programs that will provide, respectively, training opportunities for people interested in construction trades and capacity-building for local code enforcement offices. The HGA Team is very familiar with these types of programs, as we administered three workforce development programs for New York City under our Hurricane Sandy contract with New York State.

A statewide task force discovered that North Carolina was experiencing a shortage of people with construction trades experience and skill sets. NCORR has opted to use some of its Florence allocation to train people in these trades using a subrecipient-driven model. The subrecipient will work with community colleges, trade certification programs, and local economic development/workforce investment boards for electrical; heating, ventilation, and air conditioning (HVAC); carpentry; plumbing; and general construction. The training will ideally lead to program graduates providing services and establishing a career in the certified trades, increasing the pool of skilled workers in North Carolina. As an added bonus, a successful Construction Trades Training Program will enable NCORR to meet or even exceed its Section 3 federal statutory program goals.

The Construction Trades Program is currently under development, as it was included in the most recent Action Plan for Florence. Our Team has been drafting the program guidelines and advising on specific program elements that will be critical to the program's success, such as developing policy to define direct and indirect costs, including the *de minimis* indirect cost rate reimbursement for subrecipients, stipends for participants, classroom curriculum, and partnering with other industry professionals in the building trades.

NCORR's Code Enforcement and Compliance Program is designed to ensure that local governments will be able to ensure compliance with building codes and permitting at

the local level. By providing funding for this Program at the local and state levels, NCORR will address a primary focus of HUD CDBG-DR programs—making structures in communities safer and code-compliant. NCORR will also improve capacity in local code enforcement offices, which large single-family housing programs often find insufficient to meet the increased community needs post-disaster.

Meeting NCORR’s Construction Trades and Code Enforcement Needs

The HGA Team will work with NCORR to design and implement the Program, drawing on our past experience and NCORR’s vision for the how the Program will function. Some of the areas for the Program that will need to be considered include how to deliver technical assistance to subrecipients, how to assess local capacity to comply with grant requirements, and direct and indirect costs, including the *de minimis* indirect cost rate reimbursement for subrecipients.

HGA Code Enforcement Experience

HGA is familiar with concerns regarding local capacity for code enforcement. Under our Construction Management Services Support contract with NY GOSR, HGA was scoped with conducting final inspections. Part of the housing recovery program’s policy required **code inspections** to certify acceptance by the local code offices. Due to **capacity shortfalls** with those offices, GOSR worked with HGA to **incorporate code compliance inspections as part of our final inspections process** to alleviate the shortage of capacity within the local code offices.

5.3.6 Task 6: Provide Environmental Review Specialist

The HGA Team members have a long history of conducting federally compliant environmental reviews. We are one of the few teams who has been working with HUD to implement HEROS, HUD’s online environmental review tool, and our staff members are certified by the Department of the Interior (DOI), FEMA, and HUD. In total, our Team members and proposed staff have prepared and conducted more than 200 Tier I area-wide reviews and more than 10,000 Tier II site-specific reviews in a federally compliant manner, in addition to overseeing site-specific reviews for infrastructure, multi-family housing, public services, economic development, and public housing projects using CDBG-DR funds. Our SMEs have been asked by HUD to provide training on environmental reviews to other grantees because they created and implemented the current best practices. Our demonstrated qualifications show that we know how to streamline reviews in a compliant manner. We also know how to provide NCORR leadership and program management staff with easily understood updates regarding when federal funds will be released, helping NCORR to project realistic timelines.

Since May 2019, the HGA Team has been embedded in NCORR offices, assisting with Tier I and Tier II environmental reviews for Hurricane Matthew recovery projects. Our staff have helped NCORR identify internal processes that required modification from the Project Management Office's environmental staff. The HGA Team has added eligibility verifications to the environmental review process to ensure that the Tier II environmental reviews being conducted are eligible and performed at the correct step of NCORR's 8-Step Process Plan. We have also provided environmental planning information that contributed to the draft CDBG-MIT and Hurricane Florence Action Plans that NCORR submitted to HUD for approval.

Our Team is also assisting NCORR in preparing for the administration of Hurricane Florence funds by preparing environmental documents so that they will be easily and readily available for supplemental assistance drafting when the funding becomes available. This will allow the administration of Hurricane Florence funds and project activities to continue moving forward without unnecessary delays due to environmental compliance requirements.

Gilbert Martinez, CDBG-DR Environmental Review Specialist

Gilbert Martinez, a Certified Floodplain Manager (CFM), brings more than 10 years of experience with environmental reviews and historic preservation, and more than 15 years of supporting disaster recovery programs. He has extensive experience in CDBG-DR grant program administration and the FEMA Individual Assistance and Public Assistance programs. Mr. Martinez also has significant experience in NEPA environmental compliance, where he is an expert in the coordination of both tiered broad and site-specific reviews, compliance documentation, and HUD Part 58 environmental training. He served as Senior Environmental Advisor for HUD CDBG-DR programs for the State of Texas, where he provided oversight and technical assistance for **more than 150 Tier 1 Environmental Review Records and more than 10,000 Tier 2 Environmental Review Records**. His clients included more than 25 cities, counties, private developers, and Councils of Government within the state of Texas. As a former FEMA Disaster Assistance Employee and Applicant Services Specialist, he performed a number of different response and recovery services for Hurricanes Katrina and Rita and flooding in upstate New York.

Over the past year, Mr. Martinez has been working in NCORR offices fulfilling HUD Part 58 environmental compliance tasks. He has helped with identifying trends, allowing Tier II environmental reviews to move more quickly into the environmental clearance phase. To date, he has reviewed more than 350 Tier II environmental reviews, while approximately 30 additional Tier II environmental reviews are in queue awaiting review for environmental clearance. Mr. Martinez has assisted with 10 Tier I environmental administrative reviews for NCORR, and is currently in the publication process of packaging the Request for Release of Funds that will be submitted to HUD.



5.3.6.1 Meeting NCORR's Environmental Review Needs

The HGA Team is committed to increasing communication among the different NCORR areas that are involved with environmental reviews (e.g., NCORR legal counsel) from the beginning of a specific project, for a smoother process overall. The HGA Team can offer training on the environmental process as needed. We will also develop a glossary of terms that consolidates HUD and FEMA environmental terms for a better understanding of how the programs work together.

Our Environmental Review Specialist will ensure that all National Environmental Policy Act (NEPA) requirements are met and documented in every environmental review record. Our experience conducting environmental reviews across the United States, especially in coastal and flood-prone areas, provides us with a unique perspective that allows us to shorten the time required for an environmental review prior to submitting to HUD for release of funds. The HGA Team has a keen eye for identifying compliance issue triggers related to the eight-step process, Phase One environmental assessments, U.S. Army Corps of Engineers 404 permits, or Section 106 early in the environmental process. We will identify these issues at the beginning to make sure they do not hold up the project in the end.

Environmental Success Story

The State of North Carolina's Department of Environmental Quality (NCDEQ) found that the Chemours Chemical Plant in Fayetteville, NC, had spilled a contaminant known as PFAS, and it had impacted the groundwater. (PFAS is currently unregulated, although regulation plans are currently being drafted.) The HGA Team led the coordination efforts between NCDEQ and NCORR's Program Manager contractor and discovered that at the time Chemours was sued by the State of North Carolina, it focused only on drinking water and not total water functionality in the home such as showering, recreational water usage, and gardening. Chemours's resolution for contaminated sites as outlined in the Consent Order was to provide bottled water service (low-PFAS impact), under-the-sink reverse osmosis systems (mid-PFAS impact), and whole-home water filtration systems (high-PFAS impact) to homeowners on well-water systems. Several homeowners in the Program are eligible for up to three reverse osmosis systems under their sinks; however, they could still be at risk of showering with contaminated water. The HGA Team recommended to NCORR that all homes identified as having groundwater/well-water contamination from this spill be afforded the opportunity to have the Program pay for a full-home filtration system. This would eliminate the risk of placing applicants back into homes that had only undergone minimum remediation.

5.3.7 Task 7: Provide Infrastructure Specialist

The HGA Team has extensive experience with CDBG-DR-funded infrastructure programs, having implemented the two largest such programs at over \$1 billion each for New York State and the State of Louisiana. Most recently, we have been providing staff augmentation and technical assistance to NCORR Program Managers and subrecipients in the administration of the State's Hurricane Matthew allocation for projects including storm water conveyance (e.g., culverts and drainage issues) and studies. This support included developing a revised Infrastructure Manual that is specific to infrastructure only, not merged with affordable housing and public housing activities. The HGA Team also supported development of the Hurricane Florence application, and once the allocation is received, we will support NCORR in its administration of the funds for site work development, utilities installation, and other infrastructure needs to serve affordable housing development.

Throughout our contract with NCORR, the HGA Team has attended infrastructure meetings and project information form (PIF) reviews; provided environmental review guidance; developed the standard duplication of benefits analyses and training related to the application disclosure forms; completed FEMA FIRMettes (flood insurance rate maps); and reviewed PIFs for narrative completeness so that HUD, when monitoring, will clearly see the tie-back to the storm event and understand the determining eligibility. HGA Team staff have also proposed a methodology to keep as many projects under the LMI benefit rather than Urgent Need in order to keep NCORR's total disbursements in line with federal expectations. Additionally, we have been working with the Finance Department to provide training to subrecipients on basic infrastructure program management, records retention, reporting, and federal statutory compliance.

It is critical for subrecipients to show how they will support ongoing operations and maintenance of an assisted structure. To address this, HGA staff has provided technical assistance to NCORR, helping it to implement requirements in the PIF for subrecipients to explain how they will sustain operations and maintain an assisted project; account for it in future years in budget line-items in the municipality's budget; ensure that no assisted project had previously appeared on a capital improvements project (CIP) schedule; and require flood hazard insurance for all projects within the 100-year floodplain. The HGA Team has also provided technical assistance on construction change orders. Funding shortfalls may occur during this process, and the subrecipients need to be prepared for this and have the capacity to fill financial gaps through either municipal lines of credit or bonding. HGA has requested that subrecipients include 10%

contingency and 4% per annum escalation calculations in their sources and uses of funding to provide an additional cushion for construction change orders.

5.3.7.1 Meeting NCORR's Infrastructure Needs

The focus for the Infrastructure Program going forward will be finalizing implementation strategies, supporting development of the system of record infrastructure workflow modules, and providing technical assistance to NOCRR and subrecipients as needed. To help finalize implementation strategies, the HGA Team Infrastructure Specialist will advise NCORR regarding what responsibilities the subrecipients will have and what responsibilities NCORR will have. For example, NCORR must determine who will be responsible for procuring architects and engineers to design projects; what documentation will be required for those procurements, what invoicing and documentation requirements will be, who will provide third-party review of designs and specifications, etc. The HGA Team Infrastructure Specialist will draw upon his experience implementing similar infrastructure programs for other grantees to make recommendations for achieving the most compliant, efficient program implementation possible.

Once NCORR has determined its implementation strategies, our Infrastructure Specialist will update or develop the related policy manuals and develop detailed SOPs that define the Program processes and documentation requirements. The Infrastructure Specialist will use these policy manuals and SOPs to develop requirements to support the system of record build-out developers. These requirements will include both documentation requirements to ensure compliance for each phase of infrastructure projects, and reporting requirements that will provide transparency into each project's progress. We will also develop a technical assistance plan for providing training to subrecipients to ensure that they understand program requirements and have the capacity and expertise needed to implement their projects.

Infrastructure Support Success Story

The HGA Team helped to **revise the project information form (PIF) for infrastructure projects** to better frame narrative expectations and to collect site location data, sources and uses for fiscal feasibility, service area delineation, and other critical information that the PIF Review Panel needs to make an informed decision. The requirements in the revised PIF have reduced the need for the Review Panel to ask the subrecipients for clarifications on their forms, which has delayed decisions in the past. The revised PIFs will allow the Panel to make **quicker and better-informed decisions**. The forms will also facilitate the processes for environmental and State Historic Preservation Officer (SHPO) reviews, minimizing costly delays and the need for re-evaluations or re-advertisements. In coordination with NCORR, the HGA Team is working to further **enhance the PIF template to be increasingly audit-friendly**, providing monitoring authorities with a level of project clarity that should prevent the need for most questions.

5.3.8 Task 8: Provide Reporting Specialist

NCORR is working to build a public portal called the Accountability Dashboard that will show the details of the many funding sources and the amounts allocated for each of the storms that the state of North Carolina has endured. This web-based, ESRI-built public portal will display data from many funding sources, including CDBG-DR, HMGP, North Carolina's Sheltering and Temporary Essential Power (NCSTEP), National Flood Insurance Program (NFIP), PA, IA, and SBA-Home, aggregated by county and source. The Accountability Dashboard is being built in coordination with the North Carolina Government Data Analytics Center (GDAC) and the North Carolina Department of Information Technology (DIT).

HGA Team staff are in the final stages of developing the North Carolina Accountability Dashboard. We are currently holding weekly design sessions with GDAC and DIT to iron out the required items for user interface functionality and are working to prepare the "Go Live"-ready datasets that will be part of the version 1.0 launch.

The HGA Team used our experience providing software engineer and application architecture services and expertise in support of disaster recovery programs to define the baseline of what NCORR was trying to accomplish. As a first step, we helped define the workflow of the Phase 1 web portal by starting with the data sources available to NCORR team members. For each of the identified data sources, the HGA Team has defined the available fields for each source, along with how each data source should be aggregated, trimmed for personally identifiable information, and shared with the program team using various charts and maps.

Along with the data sets we developed, we created a schedule of dataset releases to GDAC to help them forecast when the portal would have these available sets of data to report on and display. We also helped to determine the design of the portal, select which user interface (UI) and user experience (UX) features make the most sense to the end user, and define the frequency for refreshing the data. The HGA Team also worked to determine how the data should be quality-control tested and documented so that other team members would be able to retrace the steps required to create the aggregates that run in the system once it is live.

Reporting Achievements

The HGA Team has been key to successfully getting the web portal off the ground by playing a major role in the following areas:

- Defining the workflow for the assignment.
- Developing dataset definitions, application behavior, and UI/UX functionality.
- Leading user acceptance testing.
- Providing overall guidance on the best way to move forward with creating a public-facing web interface.

5.3.8.1 Meeting NCORR's Reporting Needs

The next steps for the effort are to continue with the successful rollout of the public portal, while working toward automating the ways in which data is collected from multiple sources, aggregated, quality control tested, and distributed to GDAC and DIT. Other software development tasks are expected to support a more robust platform for future portal updates. Moving forward with the portal development effort, the HGA Team recommends working together with its partners to make the following improvements:

- Automating how the data is generated and distributed to the program teams.
- Improving coordination among NCORR, GDAC, and DIT to ensure clarity and accountability relative to roles and responsibilities and timely and efficient completion of tasks.
- Clearly defining objectives and next steps for further building out the public-facing Accountability Dashboard.
- Coordinate further on the legal department to define the verbiage that should be part of the portal release, identify the elements NCORR should communicate to the public, and demonstrate how NCORR is protecting the public's PII.

We will also assist NCORR by drafting, maintaining, and delivering programmatic production reports within Salesforce, the State's system of record, as needed.

Reporting Success for Other Grantees

GCR has developed **web-based reporting solutions** for the States of Louisiana, New York, and New Jersey. Each consists of an application that aggregates federal funding sources into related areas (e.g., Housing, Economic Development, and Infrastructure); it has been **used to help manage the recovery efforts** for two of the largest natural disasters in U.S history. The application is accessed via a web portal that provides a breakdown of funding allocated, obligated, and disbursed. It also enables data to be filtered by program, project type, and location for government staff and public users. A single, comprehensive solution is made up of **three reporting mechanisms**, including a dashboard that displays concise, easy-to-navigate summary intended for the general user; a database that can custom-tabulate information, giving the press, legislators, and special interest groups access to detailed information; and custom maps that display programmatic information for user-selected geographies.

5.3.9 Task 9: Provide Housing Recovery Program Specialist

NCORR is in the unique situation of being the grantee for multiple funding allocations for multiple qualifying events, all at different stages of implementation. NCORR's Housing Recovery Program for Matthew is currently underway, with the majority of original applicants having had their awards determined and having begun the construction phase. In parallel to the ongoing management of the Matthew Program, NCORR has developed an implementation strategy for launching the same Program for Florence applicants and re-opening the Program for potential new Matthew applicants. The current HGA Team SMEs have provided support for NCORR's war-room efforts to plan for the next phase of operations, including identification of critical tasks for outreach, policy development, training, and systems modification. The HGA Team SMEs have supported NCORR's efforts to modify existing Program policy to accommodate new HUD requirements and add new guidance for Florence applicants while maintaining the structure of the original Program. This approach allows NCORR to provide a single Housing Recovery Program—with one Program Manual and one set of policies—that will serve all of their applicants and allow for streamlined launch of the new phases of the Program. The activities that the HGA Team helped to develop position NCORR well for a successful launch of its complex Housing Recovery Program.

The HGA Team has a solid understanding of NCORR's vision for the future of their recovery programs, and knows how the Housing Recovery Program fits into the big picture, such where it intersects with the Strategic Buyout Program. Our staff will continue to support NCORR staff from project planning through administration, oversight, implementation, reporting, and closeout phases.

Our proposed primary Housing Recovery Program Specialist has an extensive knowledge of HUD CDBG-DR requirements and operational experience in multiple

areas of the homeowner recovery process, allowing her to provide expert administrative support to NCORR Program Management. This compliance knowledge coupled with practical experience will enable the Specialist to translate policy into procedures, conduct quality and file reviews, and serve as a liaison with contractors as needed, thus freeing up NCORR staff to address larger strategy and policy issues.

5.3.9.1 Meeting NCORR's Housing Recovery Program Needs

The Housing Recovery Program Specialist will conduct an in-depth review of the existing Program Manual upon contract start. The Specialist will identify for the policy team any potential areas that may need policy changes, and will provide insight into the operational challenges that trigger these potential changes. The Specialist will maintain the electronic and physical copies of executed Change Control Board decisions and maintain a log of policy change requests.

The Specialist will help NCORR to operationalize its policy changes by drafting new SOPs. These SOPs will be written to comply with policy and to facilitate timely integration of the new procedures into operations.

HGA Team Housing Recovery Successes at NCORR

- Helped NCORR to draft and present more than 25 policy changes.
- Identified solutions and provided NCORR with written directions to be provided to Program operations contractor to resolve its productivity issues, allowing applications to move to closing.
- Provided guidance to help resolve multiple barriers to productivity experienced by the operations contractor.
- Provided guidance and technical assistance regarding Exception Panel cases.

As the Housing Recovery Program moves into the operational phase, the Specialist will develop quality control procedures and accompanying checklists for all critical tasks to be provided to operations teams. The checklists will be aligned with the checklists used by the Monitoring team. Operations staff will use the checklists to ensure compliance with policy, identify training opportunities, and manage contractor performance. The Specialist will work with NCORR staff to establish a schedule and a sampling process for reviewing actual applications to ensure quality and adherence to policy and procedures. The Specialist will develop and provide periodic reporting for their review of Housing Recovery Program awards, eligibility, DOB, inspections and other key tasks. In addition, the Specialist will serve as a SME by reviewing files and providing insights or documentation to NCORR staff as needed regarding activities such as Exceptions Panel, appeals, or complaint reviews.

The Housing Recovery Program Specialist will develop and provide reports to NCORR to identify operational trends for key performance metrics. These reports will help NCORR to detect any issues early on.

The reporting and monitoring of key metrics during the launch of the new Florence program and the re-opening of Matthew applications will provide critical information that will allow NCORR management to assess the effectiveness of its communications strategy and materials. Our Specialist will develop reports to monitor the application rate by county in order to determine if the communications approach is effective, or if additional efforts are needed, or if the messaging needs to be adjusted. Other reports can relay the status of incoming applications and any issues that are being identified at intake, so that the NCORR communications team can alter the message or adjust procedures to mitigate a particular issue. As the processing of application continues, the Specialist can report on and analyze any trends to identify issues that are impacting applicant eligibility and to uncover the underlying issue—is it isolated to just one area, or widespread? Does it require training or education outreach to resolve, or is it a policy issue that needs to be escalated to the NCORR Policy team? Reporting helps NCORR to answer these questions.

The Housing Recovery Program Specialist will work closely with the Program Management Office and the Business Systems Office to refine the System of Record to meet the Program's business needs. As a result of her work with the operations team and her knowledge of policy, the Housing Recovery Program Specialist will understand the Program workflow and will develop user stories to refine existing processes and develop new ones to improve productivity. The Specialist will develop User Acceptance Test scripts and test the new system functionality. For all new housing functionality in the System of Record, the Specialist will modify operating procedures to incorporate the new functionality or draft new procedures, as needed. The Specialist will also provide input for training materials and conduct training on this use of the System of Record as needed.

As more Rebuild NC programs become operational, NCORR will increasingly need to rely on metrics and analytics that show not only funds spent and persons served, but that also measure impact and benefit to storm-impacted communities. NCORR needs this data to inform its program development and refinement. The HGA Team Housing Recovery Program Specialist will work to develop and provide a regular dashboard report to help key NCORR decision-makers as they manage their array of recovery assistance. The Specialist will work with NCORR staff to develop reporting on key performance measures for each phase of the process. She will assist with the

interpretation of the data, providing early detection of issues and proposing process changes to eliminate the issues. Reporting may include the following information:

- Aging reports
- Daily or weekly inventory analysis
- Monitoring of key performance metrics

Finally, the Housing Recovery Program Specialist will develop training content and presentation materials for policy changes and procedures. As needed, the Specialist will provide training to state, contractor, and local staff through the use of training guides, in-person training sessions, webinars, or short notices regarding changes in requirements, policies, or procedures.

5.3.10 Task 10: Provide Project Managers As Needed

HGA has proposed As-Needed Project Managers who can assist with project management to support the development, coordination, and operation of NCORR's programs. These SMEs can also serve as a resource pool that NCORR can use to help start up new services; assist with reviews of existing policies, procedures, and processes; and move from program planning to implementation. Our proposed As-Needed Project Managers vastly exceed the required years of experience, and all have implementation or operational experience with CDBG-DR and CDBG-MIT funded programs, particularly housing programs. They have the "boots on the ground" experience that will ensure successful programs.

6.0 Staffing

The HGA Team is offering a staff that far exceeds the experience and qualifications for the requested positions. We have included two organizational charts to include both the primary and secondary personnel requested in the RFP. We have also provided resumes for As-Needed Project Managers to illustrate the types of resources that will be available to NCORR if needed. Our primary proposed staff are presented in Figure 5 on page 57, and our secondary proposed staff are presented in Figure 6 on page 58.



HGA Vice President Jack Hunt will continue to serve as the Project Manager available to the State, and will serve as the primary point of contact for contractual issues and issues concerning performance. Mr. Hunt will have a presence in Raleigh at least monthly, and is available to attend any requested meetings in person. Mr. Hunt is a proven leader, with experience overseeing and managing over \$1 billion in CDBG-DR-funded programs that include infrastructure, housing, economic development, resiliency, and grant fund matching. Most recently, he has served as the HGA Executive Sponsor for the Restore Louisiana Housing Assistance Program, where he oversaw the transition of comprehensive program management services from an existing vendor. Under his leadership, the HGA Team has successfully transitioned the management of the program with no disruption to the State of Louisiana or the applicants whom the program is serving.

HGA's Superior Quality Is Contagious

When HGA was selected to provide inspection services to LA OCD for the Restore Louisiana Housing Program, the **initial inspection providers were having significant issues with quality, experiencing fail rates of 25–30% and occasional monthly fail rates exceeding 50%**. These vendors were advising that quality standards were too high, and the required quality review was too stringent. When the review for the first 100 of HGA inspection files had been completed, the third-party reviewer identified three fails, for a fail rate of 3%. Since those three fails in the first 100 files, HGA has had approximately three additional fails out of the more than 5,000 damage assessments we have completed, maintaining a cumulative **99.9% pass rate**. The Restore Louisiana Program also benefited when **HGA's superior quality forced the other vendors to apply more stringent QA/QC processes**, raising their quality to 90% or better.

Mr. Hunt has managed multiple recovery programs in Louisiana, including a state-run FEMA HMGP-funded housing elevation program; parish-level FEMA HMGP- and CDBG-DR-funded housing and infrastructure programs; and recovery projects



associated with the BP Oil Spill. Following Hurricane Sandy, Mr. Hunt stood up HGA's team for NY GOSR's infrastructure program. He was responsible for development of the implementation plan, which included policies, procedures, workflows, etc., and for implementing HGA's reporting and tracking systems for the programs. Mr. Hunt oversaw a team of more than 40 professionals who were spread from Albany, NY to Long Island, embedded with program subrecipients. His additional New York experience includes managing HGA's CDBG-DR construction management support services contract and HGA's FEMA PA Match Program contract with NY GOSR, and serving as Project Controls Manager for the New York City Rapid Repairs Program.

The HGA Team has experienced personnel ready to continue and expand our work helping NCORR and the state of North Carolina. The qualifications of our individual staff are presented in summary in the following sections, while detailed résumés with bios are provided in Appendix A, beginning on page A-1.

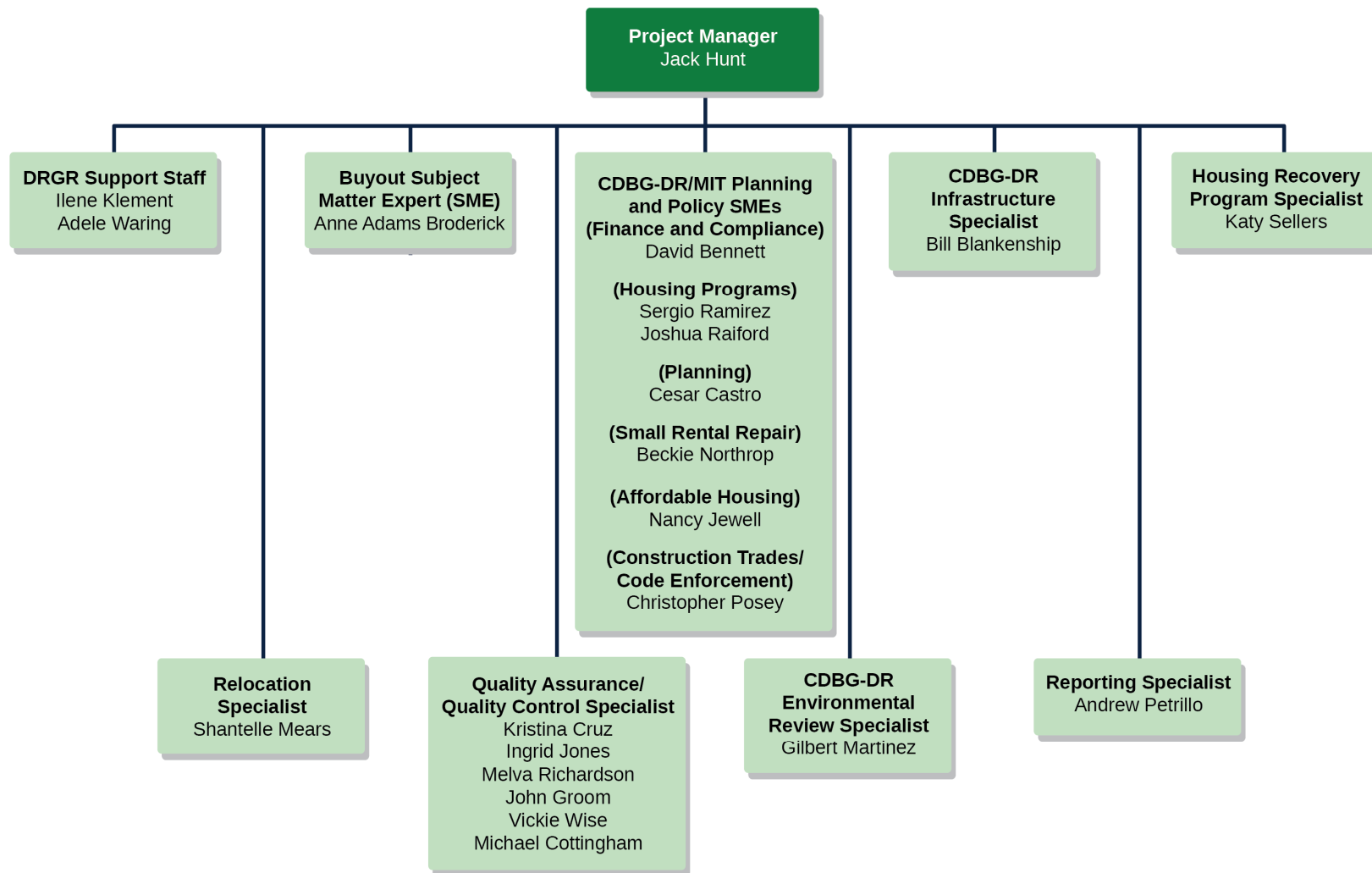


Figure 5: Project Organizational Structure—Primary Staff. While HGA will manage the project and take responsibility for overall performance, we have built a blended team of staff from all of our Team members. This group is on board and ready to put their experience to work for the state of North Carolina. They will function as a seamless whole, pulling together to provide NCORR with superior support services and local communities with the help they so sorely need to return to their normal lives.

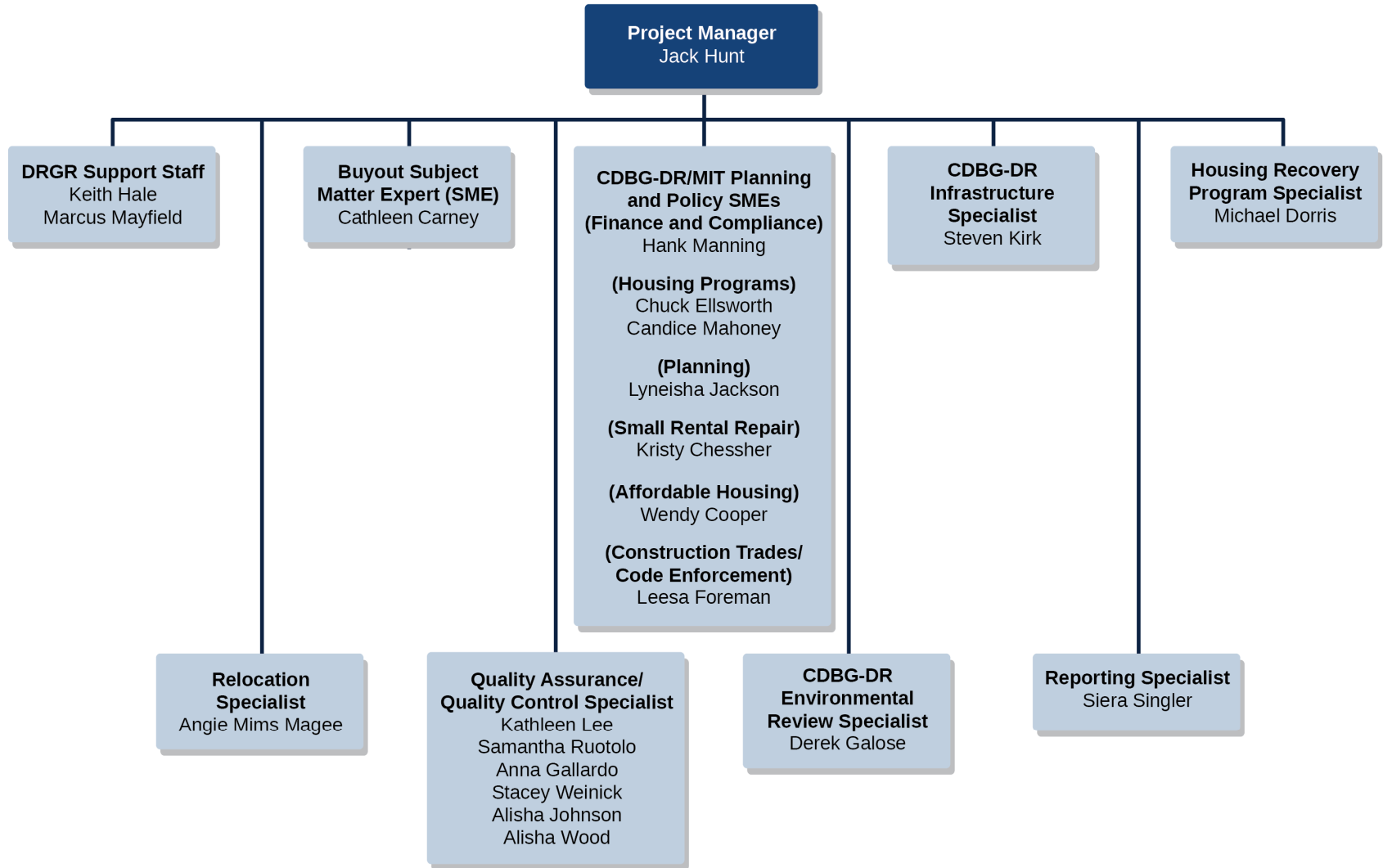


Figure 6: Project Organizational Structure—Secondary Staff. HGA is pleased to provide the group of primary proposed staff in the previous figure. To give NCORR additional options, and to ensure that positions can be filled immediately, we are presenting these secondary proposed staff as well. Should primary staff become unavailable for any reason, we can draw on the secondary staff to ensure seamless delivery of services.

6.1.1 Qualifications for Primary Staff Augmentation Positions

Because the requested qualifications for our proposed primary staff vary according to the positions, we have provided below in Table 3 through Table 16 (pages 60–66) a summary of those qualifications and how each person meets them. For certain positions, we have proposed staff with relevant experience that is highly comparable to the RFP requirement. This experience has been described in each case. Secondary proposed staff are presented in the next section. Detailed résumés for all staff are provided in Appendix A, beginning on page A-1.

Stable Staff Support

While providing CDBG-DR support to NY GOSR, HGA and its subcontractors experienced **very low turnover**. The people who were originally proposed, who came in during program start-up, are the same people now helping to close out the program.

Table 3: Task 1 Staff Qualifications. *The RFP specifies the following requested experience and qualifications for **Disaster Recovery Grant Reporting System (DRGR) Support Staff.***

Qualification	Ilene Klement	Adele Waring
3 Years Direct Experience DRGR Management	8 years	6 years
3 Years Direct Experience Financial Management	15 years	8 years
DRGR Action Plan Experience	✓	✓
QPR Experience	✓	✓
Grantees worked with	NCORR, Texas	NCORR, Texas

Table 4: Task 2 Staff Qualifications. *The RFP specifies the following requested experience and qualifications for the **Relocation Specialist.***

Qualification	Shantelle Mears
3 Years Direct Experience URA	24 years
Expertise in CDBG-DR Regulations	✓
Expertise in URA Regulations	✓
Grantees worked with	NCORR, Louisiana

Table 5: Task 3 Staff Qualifications. *The RFP specifies the following requested experience and qualifications for the **Buyout SME.***

Qualification	Anne Adams Broderick
3 Years of Experience in Buyout & Acquisitions Program	4 years
Grantees Worked with	Louisiana

Table 6: Task 4 Primary Staff Qualifications. *The RFP specifies the following requested experience and qualifications for **Quality Assurance/Quality Control Specialists**.*

Qualification	Kristina Cruz	Ingrid Jones	Melva Richardson	John Groom	Vickie M. Wise	Michael Cottingham
3 Years CDBG-DR Compliance Experience	10 years	8 years	6 years	4 years	3 years	4 years
Demonstrated Expertise in Single-Family Housing	✓	✓	✓	✓	✓	✓
OR Demonstrated Expertise in Other Housing Programs including Buyout, Small Rental Repair, and Multi-Family New Construction	✓	✓	✓	✓	✓	✓
OR Demonstrated Expertise in Other Programs that Support Eligibility Determination of Housing Programs, including Infrastructure, Economic Development, Environmental Review, Damage Assessments, and Site-Specific Environmental Reviews	✓	✓	✓	✓	✓	✓
Grantees worked with	NCORR, New York, Texas, City of San Marcos (TX), SE Texas Council of Governments	NCORR, Louisiana	NCORR, Texas	NCORR, North Carolina, New York, Florida, Mississippi, Texas, Illinois	Richland County (SC), City of Columbia (SC)	U.S. Virgin Islands, New York

Table 7: Task 5a Staff Qualifications. *The RFP specifies the following requested experience and qualifications for **Finance and Compliance SME**.*

Qualification	David Bennett
3 Years Direct Experience in CDBG-DR Financial Management	29 years
Experience Authoring CDBG-DR Financial Policies and Procedures	✓
Experience in Developing Accounting and Budgeting Plans and Processes	✓
Experience in Monitoring and Compliance	✓
Grantees worked with	NCORR, Virginia, Arlington County (VA), Fairfax County (VA), City of Falls Church (VA), New York, New York City, Montgomery County (MD)

Table 8: Task 5b Staff Qualifications. *The RFP specifies the following requested experience and qualifications for **Housing Programs SME**.*

Qualification	Sergio Ramirez	Joshua Raiford
3 Years of Direct Experience in CDBG-DR Single-Family Program Policy Development and Implementation	8 years	6 years
Strong Writing, Communication, and Organizational Skills	✓	✓
Substantial Knowledge of NCORR’s Single-Family Housing Program	Comparable experience in single-family housing programs for New York City, Texas	Comparable experience in single-family housing programs for Florida, Louisiana, New York, New Jersey
Ability to Interpret Complex Regulations, Federal Register Notices, DOB Policy, and Make Policy and Program Recommendations to NCORR Staff	✓	✓
Expertise in Data Analysis, Action Plan development, and HUD-Compliant Policy Generation	✓	✓
Grantees worked with	New York City, Texas	Florida, Louisiana, New York, New Jersey

Table 9: Task 5c Staff Qualifications. *The RFP specifies the following requested experience and qualifications for **Planning SME**.*

Qualification	Cesar Castro
3 Years Direct Experience in CDBG-DR Program Policy and/or Implementation	3 years
Experience Drafting Original Action Plan Content	✓
Demonstrated Expertise in Data Analysis, Action Plan Development, and HUD-Compliant Policy Generation	✓
Demonstrated Expertise in Policy Generation or Implementation of CDBG-DR Single-Family Housing Programs, Infrastructure Programs, Buyout/Acquisition Programs	✓
Expertise in GIS and/or ArcGIS and Mapping Analysis	✓
Grantees worked with	California

Table 10: Task 5d Staff Qualifications. *The RFP specifies the following requested experience and qualifications for **Small Rental Repair SME**.*

Qualification	Beckie Northrop
3 Years of Direct Experience in Design or Implementation of a Small Rental Program	20 years of comparable affordable housing experience, including affordable rentals
Substantial Knowledge of NCORR’s Small Rental Policies and Practices	Has been working with NCORR since December 2018; drafted many current NCORR Small Rental policies
Grantees worked with	NCORR, Louisiana, New York, New Jersey

Table 11: Task 5e Staff Qualifications. *The RFP specifies the following requested experience and qualifications for **Affordable Housing SME**.*

Qualification	Nancy Jewell
3 Years Direct Experience Designing or Implementing CDBG-DR Housing Programs	30 years of comparable experience designing or implementing housing programs for CDBG entitlement grants
Experience in CDBG-DR New Construction, Single-Family Programs, and Multi-Family Programs	30 years of comparable experience designing or implementing housing programs for CDBG entitlement grants
Experience in Housing Projects Funded with CDBG-DR/MIT Including LIHTC Projects	21 years of comparable experience designing or implementing housing programs for CDBG entitlement grants
Grantees worked with	Florida (Brevard County, Cities of Winter Haven, Port Orange, Kissimmee, Palm Bay)

Table 12: Task 5f Staff Qualifications. *The RFP specifies the following requested experience and qualifications for **Construction Trades/Code Enforcement SME**.*

Qualification	Christopher Posey
3 Years of Direct Experience in the Development of CDBG-DR Programs Related to Housing or Construction Management	10 years
OR	
3 Years of Direct Experience in Public Service Delivery Using CDBG-DR funds	5 years
OR	
3 Years of Direct Experience Forming Agreements and Processes with Subrecipients and Managing Subrecipient Agreements	10 years
Grantees worked with	NCORR, New York, Cities of New York (NY), Louisville (KY), Cleveland (OH), New Orleans (LA)

Table 13: Task 6 Staff Qualifications. *The RFP specifies the following requested experience and qualifications for the **CDBG-DR Environmental Review Specialist**.*

Qualification	Gilbert Martinez
3 Years Direct Experience Providing Environmental Review Subject Matter Expertise	10 years
Experience Authoring or Reviewing Tier 1 ERRs	✓
Experience Authoring or Reviewing Tier 2 ERRs	✓
Grantees worked with	NCORR, Texas, New York City

Table 14: Task 7 Staff Qualifications. *The RFP specifies the following requested experience and qualifications for the **CDBG-DR Infrastructure Specialist**.*

Qualification	Bill Blankenship
3 Years of Direct Experience in Providing Infrastructure Subject Matter Expertise	9 years
Experience Authoring CDBG-DR Infrastructure Policies and/or Implementing CDBG-DR Infrastructure Programs	✓
Grantees worked with	Louisiana, New York, 10+ Georgia, Louisiana, and South Carolina Counties/Parishes

Table 15: Task 8 Staff Qualifications. *The RFP specifies the following requested experience and qualifications for the **Reporting Specialist**.*

Qualification	Andrew Petrillo
3 Years of Direct Experience Providing Reporting or Business Analytics Solutions to a CDBG-DR Grantee	5 years
Experience Using Salesforce, GIS, and Other Industry-Standard Reporting Tools	✓
Grantees worked with	NCORR, Louisiana, New York City

Table 16: Task 9 Staff Qualifications. *The RFP specifies the following requested experience and qualifications for the **Housing Recovery Program Specialist**.*

Qualification	Katy Sellers
3 Years of Direct Experience in Program Management of a Housing Recovery Program for a CDBG-DR Grantee	11 years
OR Quality Control and Quality Assurance Experience for a CDBG-DR Grantee	✓
Grantees worked with	Texas, California, City of Houston, New York City

6.1.2 Qualifications for Secondary Staff Augmentation Positions

Because the requested qualifications for our secondary staff vary according to the positions, we have provided below in Table 17 a summary of those qualifications and how each person meets them. Detailed résumés for all staff are provided in Appendix A, beginning on page A-1.

Table 17: Secondary Staff Qualifications. *The RFP specifies the following requested experience and qualifications for all secondary staff positions.*

DRGR Support Staff Qualifications	Keith Hale	Marcus Mayfield
3 Years Direct Experience DRGR Management	4 years	6 years
3 Years Direct Experience Financial Management	36 years	13 years
DRGR Action Plan Experience	✓	✓
QPR Experience	✓	✓
Grantees worked with	Texas	Texas
Relocation Specialist Qualifications	Angie Mims Magee	
3 Years Direct Experience URA	9 years	
Expertise in CDBG-DR Regulations	✓	
Expertise in URA Regulations	✓	
Grantees worked with	Texas, Louisiana Washington, California	
Buyout SME Qualifications	Cathleen Carney	
3 Years of Experience in Buyout & Acquisitions Program	7 years	
Grantees Worked with	Louisiana, New York, North Dakota, U.S. Virgin Islands	

QA/QC Specialists Qualifications	Kathy Lee	Samantha Ruotolo	Anna Gallardo	Stacy Weinick	Alisha Johnson	Alisha Wood
3 Years CDBG-DR Compliance Experience	6 years	4 years	11 years	4 years	4 years	see note ²
Demonstrated Expertise in Single-Family Housing	✓	✓		✓	✓	✓
OR Demonstrated Expertise in Other Housing Programs including Buyout, Small Rental Repair, and Multi-Family New Construction	✓	✓		✓	✓	
OR Demonstrated Expertise in Other Programs that Support Eligibility Determination of Housing Programs, including Infrastructure, Economic Development, Environmental Review, Damage Assessments, and Site-Specific Environmental Reviews	✓	✓	✓		✓	✓
Grantees worked with	New York	New York City	Texas, Puerto Rico	New York	Louisiana Texas, New York	North Carolina

² 12 years of comparable compliance experience with CDBG and Rapid Re-Housing Programs.

Finance and Compliance SME Qualifications	Hank Manning	
3 Years Direct Experience in CDBG-DR Financial Management	37 years	
Experience Authoring CDBG-DR Financial Policies and Procedures	✓	
Experience in Developing Accounting and Budgeting Plans and Processes	✓	
Experience in Monitoring and Compliance	✓	
Grantees worked with	New York, Illinois, Iowa	
Housing Programs SME Qualifications	Chuck Ellsworth	Candice Mahoney
3 Years of Direct Experience in CDBG-DR Single-Family Program Policy Development and Implementation	5 years	11 years
Strong Writing, Communication, and Organizational Skills	✓	✓
Substantial Knowledge of NCORR's Single-Family Housing Program	✓ ³	✓ ⁴
Ability to Interpret Complex Regulations, Federal Register Notices, DOB Policy, and Make Policy and Program Recommendations to NCORR Staff	✓	✓
Expertise in Data Analysis, Action Plan development, and HUD-Compliant Policy Generation	✓	✓
Grantees worked with	New York, Louisiana, Texas	Louisiana

³ Comparable experience with single-family housing programs in Louisiana and New York.

⁴ Comparable experience with single-family housing programs in Louisiana.

Planning SME Qualifications	Lyneisha Jackson
3 Years Direct Experience in CDBG-DR Program Policy and/or Implementation	3 years
Experience Drafting Original Action Plan Content	✓
Demonstrated Expertise in Data Analysis, Action Plan Development, and HUD-Compliant Policy Generation	✓
Demonstrated Expertise in Policy Generation or Implementation of CDBG-DR Single-Family Housing Programs, Infrastructure Programs, Buyout/Acquisition Programs	✓
Expertise in GIS and/or ArcGIS and Mapping Analysis	✓
Grantees worked with	Louisiana, California, Springfield (MA), New Orleans (LA)
Small Rental Repair SME Qualifications	Kristy Chessher
3 Years of Direct Experience in Design or Implementation of a Small Rental Program	3 years
Substantial Knowledge of NCORR's Small Rental Policies and Practices	✓ ⁵
Grantees worked with	Louisiana, City of Houston, City of New Orleans

⁵ Comparable experience in Small Rental policies and practices in Louisiana recovery programs.

Affordable Housing SME Qualifications	Wendy Cooper
3 Years Direct Experience Designing or Implementing CDBG-DR Housing Programs	3 years
Experience in CDBG-DR New Construction, Single-Family Programs, and Multi-Family Programs	✓
Experience in Housing Projects Funded with CDBG-DR/MIT Including LIHTC Projects	✓
Grantees worked with	City of Indianapolis (IN)
Construction Trades/Code Enforcement SME Qualifications	Leesa Foreman
3 Years of Direct Experience in the Development of CDBG-DR Programs Related to Housing or Construction Management	10 years
OR 3 Years of Direct Experience in Public Service Delivery Using CDBG-DR funds	10 years
OR 3 Years of Direct Experience Forming Agreements and Processes with Subrecipients and Managing Subrecipient Agreements	30 years
Grantees worked with	New York, Louisiana

CDBG-DR Environmental Review Specialist Qualifications	Derek Galose
3 Years Direct Experience Providing Environmental Review Subject Matter Expertise	14 years
Experience Authoring or Reviewing Tier 1 ERRs	✓
Experience Authoring or Reviewing Tier 2 ERRs	✓
Grantees worked with	U.S. Virgin Islands, Louisiana, South Carolina, New York
CDBG-DR Infrastructure Specialist Qualifications	Steve Kirk
3 Years of Direct Experience in Providing Infrastructure Subject Matter Expertise	28 years
Experience Authoring CDBG-DR Infrastructure Policies and/or Implementing CDBG-DR Infrastructure Programs	✓
Grantees worked with	New York
Reporting Specialist Qualifications	Siera Singler
3 Years of Direct Experience Providing Reporting or Business Analytics Solutions to a CDBG-DR Grantee	5 years
Experience Using Salesforce, GIS, and Other Industry-Standard Reporting Tools	✓
Grantees worked with	California New York

Housing Recovery Program Specialist Qualifications	Michael Dorris
3 Years of Direct Experience in Program Management of a Housing Recovery Program for a CDBG-DR Grantee	5 years
OR Quality Control and Quality Assurance Experience for a CDBG-DR Grantee	✓
Grantees worked with	New York, New Jersey, Louisiana

6.1.3 Qualifications for As-Needed Project Managers

The SMEs that will be available to NCORR as our As-Needed Project Managers have distinguished themselves in the world of disaster recovery. We have provided biographies below to summarize their impressive qualifications. The only required experience for these As-Needed Project Managers (Task 10) is a minimum of three years of project management experience, with prior experience in CDBG-DR housing programs preferred. Each of these SMEs have met those requirements many times over. Detailed résumés with bios for them are provided in Appendix A, beginning on page A-1.



Joan Greer, As-Needed Project Manager. Ms. Greer has more than 27 years of experience leading the execution of large-scale, complex programs and projects with multiple stakeholders. She has provided leadership and direction to multiple disaster programs in Louisiana, New Jersey, and the U.S. Virgin Islands (USVI). Following Hurricane Katrina, Ms. Greer directed staff supporting program design and policy development for Louisiana’s Small Rental Property Program. For Louisiana’s Hurricane Katrina CDBG-DR–funded homeowner program, Ms. Greer directed more than 700 staff in 12 assistance centers to provide intake and eligibility determination for more than 240,000 applications, which ultimately resulted in awards for more than 135,000 homeowners. In New Jersey, she directed start-up operations for Hurricane Sandy CDBG-DR–funded housing recovery programs, including the hiring and training of more than 300 program staff, establishment of a 60-seat call center, and opening nine county assistance centers.

Ms. Greer provided technical assistance to the USVI's development of its Action Plan for Hurricanes Irma and Maria through a HUD Community Compass contract. In her career, Ms. Greer has managed multiple outreach events to communicate with local officials, stakeholders, and potential applicants. She has continually demonstrated outstanding success in executing large-scale initiatives in highly matrixed environments. She excels at bringing together multiple entities to work together towards a common goal.

Ms. Greer has demonstrated her knowledge of CDBG-DR housing program regulations, waivers, and alternative requirements, but she also knows NCORR's specific programs. She served as an As-Needed Project Manager on HGA's previous staff augmentation contract with NCORR, where she developed an in-depth understanding of the State's recovery program goals. Her support to NCORR has included updating program policies and guidance for Hurricane Matthew recovery programs and overarching NCORR policies, including the Single-Family Homeowner Program policies and procedures, URA and TRA policies and procedures, and policies related to cross-cutting requirements such as fraud, waste, and abuse. She is also assisting with the design of the Small Rental Repair Program.

Ted Guillot, As-Needed Project Manager. Mr. Guillot specializes in integrating traditional project management with regulatory compliance best practices through the



creation of organizational frameworks, work plans, and functional toolkits that guide the administration of complex recovery and resilience-building initiatives. As the Director of GCR's Community Planning & Resilience Division, he has partnered with local and state governments in the design and implementation of innovative disaster recovery projects and programs aimed at creating more resilient communities. He also manages and serves as a SME on GCR's HUD Community Compass technical assistance contract.

His recent work includes leading the GCR team that supported several jurisdictions in **HUD's National Disaster Resilience Competition (NDRC)**, for which he served as a facilitator and subject matter expert at the Rockefeller Foundation's Resilience Academies. He has supported the California Department of Housing and Community Development in establishing recovery infrastructure and program design following the 2017 wildfires and mudslides. In Louisiana, Mr. Guillot

worked with the OCD to develop the CDBG-DR Action Plan and Amendment that outlined how Louisiana plans to facilitate recovery from the Great Floods of 2016. Prior to joining GCR, he worked at the Louisiana Housing Corporation, where he directed the design and administration of over \$800 million in CDBG-DR–funded disaster recovery programs that addressed the state’s recovery needs following Hurricanes Katrina, Rita, Gustav, Ike, and Isaac.

7.0 Attachment A: Pricing

HGA is pleased to provide the completed Attachment A: Pricing on the following pages. HGA has provided rates for the personnel it has included in this proposal. If additional resources are needed for any position, HGA is willing to negotiate lower hourly rates for additional staff.

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ATTACHMENT A: PRICING

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ATTACHMENT A: PRICING

COST OF VENDOR'S OFFER

The Price Proposal should consist of hourly contract rates fully inclusive of salary, overhead, travel outside of the home office and expenses. No additional costs will be paid.

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	Estimated Maximum Hours	Subtotal	Task Total	
Task 1					
DRGR Support Staff (1)	\$155	2000	\$ 310,000	\$	
DRGR Support Staff (2)	\$125	2000	\$250,000	\$ 560,000	Task 1 Total
Task 2					
Relocation Specialist (1)	\$120	2000	\$240,000	\$ 240,000	Task 2 Total
Task 3					
Buyout Subject Matter Expert (1)	\$145	2000	\$290,000	\$ 290,000	Task 3 Total
Task 4					
Quality Assurance/Quality Control Specialist (1)	\$155	2000	\$310,000		
Quality Assurance/Quality Control Specialist (2)	\$125	2000	\$250,000		
Quality Assurance/Quality Control Specialist (3)	\$125	2000	\$250,000		
Quality Assurance/Quality Control Specialist (4)	\$112	2000	\$224,000		
Quality Assurance/Quality Control Specialist (5)	\$105	2000	\$210,000		
Quality Assurance/Quality Control Specialist (6)	\$92	2000	\$184,000	\$ 1,428,000	Task 4 Total

Task 5					
5.a Finance and Compliance SME (1)	\$175	2000	\$350,000		
5.b Housing Programs SME (1)	\$152	2000	\$304,000		
5.b Housing Programs SME (1)	\$125	2000	\$250,000		
5.c Planning SME (1)	\$145	2000	\$290,000		
5.d Small Rental Repair SME (1)	\$145	2000	\$290,000		
5.e Affordable Housing SME (1)	\$145	2000	\$290,000		
5.f Construction Trades/Code Enforcement SME (1)	\$145	2000	\$290,000	\$2,064,000	Task 5 Total
Task 6					
CDBG-DR Environmental Review Specialist (1)	\$130	2000	\$260,000	\$260,000	Task 6 Total
Task 7					
CDBG-DR Infrastructure Specialist (1)	\$160	2000	\$320,000	\$320,000	Task 7 Total
Task 8					
Reporting Specialist	\$172	2000	\$344,000	\$344,000	Task 8 Total
Task 9					
Housing Recovery Program Specialist	\$185	2000	\$370,000	\$370,000	Task 9 Total
Task 10					
As-Needed Project Managers	\$175	4000	\$700,000	\$700,000	Task 10 Total
				\$6,576,000	Initial Term NTE

COST COMPONENTS OF EACH OPTIONAL 6 MONTH EXTENSION

Task/Title	Hourly Billing Rate	Estimated Maximum Hours	Subtotal	Task Total	
Task 1					
DRGR Support Staff (1)	\$155	1000	\$155,000	\$	
DRGR Support Staff (2)	\$125	1000	\$125,000	\$280,000	Task 1 Total
Task 2					
Relocation Specialist (1)	\$120	1000	\$120,000	\$120,000	Task 2 Total
Task 3					
Buyout Subject Matter Expert (1)	\$145	1000	\$145,000	\$145,000	Task 3 Total

Task 4					
Quality Assurance/Quality Control Specialist (1)	\$155	1000	\$155,000		
Quality Assurance/Quality Control Specialist (2)	\$125	1000	\$125,000		
Quality Assurance/Quality Control Specialist (3)	\$125	1000	\$125,000		
Quality Assurance/Quality Control Specialist (4)	\$112	1000	\$112,000		
Quality Assurance/Quality Control Specialist (5)	\$105	1000	\$105,000		
Quality Assurance/Quality Control Specialist (6)	\$92	1000	\$92,000	\$714,000	Task 4 Total
Task 5					
5.a Finance and Compliance SME (1)	\$175	1000	\$175,000		
5.b Housing Programs SME (1)	\$152	1000	\$152,000		
5.b Housing Programs SME (1)	\$125	1000	\$125,000		
5.c Planning SME (1)	\$145	1000	\$145,000		
5.d Small Rental Repair SME (1)	\$145	1000	\$145,000		
5.e Affordable Housing SME (1)	\$145	1000	\$145,000		
5.f Construction Trades/Code Enforcement SME (1)	\$145	1000	\$145,000	\$1,032,000	Task 5 Total
Task 6		1000			
CDBG-DR Environmental Review Specialist (1)	\$130	1000	\$130,000	\$130,000	Task 6 Total
Task 7		1000			
CDBG-DR Infrastructure Specialist (1)	\$160	1000	\$160,000	\$160,000	Task 7 Total
Task 8					
Reporting Specialist	\$172	1000	\$172,000	\$172,000	Task 8 Total
Task 9		1000			
Housing Recovery Program Specialist	\$185	1000	\$185,000	\$185,000	Task 9 Total
Task 10					
As-Needed Project Managers	\$175	2000	\$350,000	\$350,000	Task 10 Total
				\$3,288,000	Each Optional Term NTE

	Total Estimated Maximum # of Hours of Effort for all five (5) potential Contract Terms	Total not-to-exceed price for all five (5) potential Contract Terms
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Summation of Cost Components for all Five Potential Contract Terms	138,000	\$19,728,000.00
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Jack Hunt 4/17/20
VILLE PRESIDENT

8.0 Attachment B: Instructions to Vendors

HGA has provided Attachment B, Instructions to Vendors, on the following pages.

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ATTACHMENT B: INSTRUCTIONS TO VENDORS

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 shall render the proposal non-responsive, and it will 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:** To support the sustainability efforts of the State of North Carolina we solicit your cooperation in this effort. Pursuant to Executive Order 156 (1999), it is desirable that all print responses submitted meet the following:

- All copies of the proposal are printed double sided.
- All submittals and copies are printed on recycled paper with a minimum post-consumer content of 30%.
- Unless absolutely necessary, all proposals and copies should minimize or eliminate use of non-recyclable or non-reusable materials such as plastic report covers, plastic dividers, vinyl sleeves, and GBC binding. Three-ringed binders, glued materials, paper clips, and staples are acceptable.
- Materials should be submitted in a format which allows for easy removal, filing and/or recycling of paper and binder materials. Use of oversized paper is strongly discouraged unless necessary for clarity or legibility.

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. **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 awarded by the Division of Purchase and Contract, or awarded by an agency in an awarded amount of at least \$25,000, a Vendor shall submit a written request addressed to the State Purchasing Officer at: Division of Purchase and Contract, 1305 Mail Service Center, Raleigh, NC 27699-1305. A protest request related to an award amount of less than \$25,000 shall be sent to the purchasing officer of the agency that issued the award. 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. Proposal 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**: Proposals that have been delivered by hand, U.S. Postal Service, courier or other delivery service may be withdrawn **only** in writing and if receipt is acknowledged by the office issuing the RFP prior to the time for opening proposals identified on the cover page of this RFP (or such later date included in an Addendum to the RFP). 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 the Division of Purchase and Contract.
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.
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**: 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.

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9.0 Attachment C: North Carolina General Contract Terms and Conditions

HGA has provided Attachment C, North Carolina General Contract Terms and Conditions, on the following pages.

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ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS & CONDITIONS

1. PERFORMANCE AND DEFAULT:

- a) It is anticipated that the tasks and duties undertaken by the Vendor shall include services or the manufacturing, furnishing, or development of goods and other tangible features or components as deliverables that are directly correlated and/or ancillary to the services performed. Except as provided immediately below, and unless otherwise mutually agreed in writing prior to award, any service deliverables or ancillary services provided by Vendor in performance of the contract shall remain property of the State. During performance, Vendor may provide proprietary components as part of the service deliverables that are identified in the solicitation response. Vendor grants the State a personal, permanent, non-transferable license to use such proprietary components of the service deliverables and other functionalities, as provided under this Agreement. 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 its services under the contract in the same or similar manner provided to comparable users. The State shall notify the Vendor of any defects or deficiencies in performance of its services or failure of service deliverables to conform to the standards and specifications provided in this solicitation. Vendor agrees to remedy defective performance or any nonconforming deliverables upon timely notice provided by the State.
- b) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under this Agreement and in confidence as may be further provided herein. Vendor or its suppliers shall at a minimum, and except as otherwise specified and agreed herein, provide assistance to the State related to all services performed or deliverables procured hereunder during the State's normal business hours. Vendor warrants that its support, customer service, and assistance will be performed in accordance with generally accepted and applicable industry standards.
- c) If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, the State shall have the right to terminate the Contract by giving written notice to the Vendor and specifying the effective date thereof. In that event, any or all finished or unfinished deliverables under the Contract prepared by the Vendor shall, at the option of the State, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any acceptable work completed as to which the 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 may require at any time a performance bond or other acceptable alternative performance guarantees from a Vendor without expense to the State.
- d) In the event of default by the Vendor, the State may procure the goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. In addition, 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, immediately terminate the Contract for cause, and may take action to debar the Vendor from doing future business with the State.

2. 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 Contract Lead at once, in writing, indicating the specific regulation which required such alterations. The State reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the Contract.

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

4. 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.

5. SITUS AND GOVERNING LAWS: This Contract is made under and shall be governed and construed in accordance with the laws of the State of North Carolina, without regard to its conflict of laws rules, and within which State all matters, whether sounding in Contract or tort or otherwise, relating to its validity, construction, interpretation and enforcement shall be determined.

6. 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 using 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 that card (Visa, MasterCard, etc.) from other customers, and it shall be accepted by the Vendor for payment under the same terms and conditions as any other method of payment accepted by the Vendor. If payment is made by procurement card, then payment may be processed immediately by the Vendor.

7. AFFIRMATIVE ACTION: The Vendor will take affirmative action in complying with all Federal and State requirements concerning fair employment and employment of people with disabilities and concerning the treatment of all employees without regard to discrimination on the basis of any prohibited grounds as defined by Federal (including but not limited to 41 CFR § 60-1.4) and State law.

8. CONDITION AND PACKAGING: Unless otherwise provided by special terms and conditions or specifications, it is understood and agreed that any item offered or shipped has not been sold or used for any purpose and shall be in first class condition. All containers/packaging shall be suitable for handling, storage or shipment.

9. 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 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 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 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, infringes on a patent, copyright, trademark or violates 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 if any claim by a third party against the State for infringement or misappropriation results from the State's material alteration of any Vendor-branded deliverables or services, or from the continued use of the deliverable(s) or Services after receiving notice of infringement on a trade secret of a third party.

10. TERMINATION FOR CONVENIENCE: If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract at any time by providing 15 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. If the Contract is terminated by the State as provided in this section, the State shall pay for those items for which such option is exercised, less any payment or compensation previously made.

11. 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. A Vendor may inquire whether the State is willing to act as a reference by providing factual information directly to other prospective customers.

12. ACCESS TO PERSONS AND RECORDS: During and after the term hereof, the State Auditor and any using 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).

13. ASSIGNMENT: No assignment of the Vendor's obligations nor the Vendor's right to receive payment hereunder shall be permitted.

However, upon written request approved by the issuing purchasing authority and solely as a convenience to the Vendor, the State may:

- a. Forward the Vendor's payment check directly to any person or entity designated by the Vendor, and
- b. Include any person or entity designated by Vendor 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 and the Vendor shall remain responsible for fulfillment of all Contract obligations. Upon advance written request, the State may, in its unfettered discretion, approve an assignment to the surviving entity of a merger, acquisition or corporate reorganization, if made as part of the transfer of all or substantially all of the Vendor's assets. Any purported assignment made in violation of this provision shall be void and a material breach of the Contract.

14. INSURANCE:

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. As a minimum, the Vendor shall provide and maintain the following coverage and limits:

- a) **Worker's Compensation** - The Vendor shall provide and maintain Worker's Compensation Insurance, as 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 subcontractor to provide the same coverage for any of his employees engaged in any work under the Contract within the State.
- b) **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 cost shall be in excess of the limit of liability.
- c) **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.

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 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 under the Contract.

15. 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 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 and 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. The representation and warranty in the preceding sentence shall survive the termination or expiration of the Contract.

16. 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) Reserved.

d) The Supplier Manager will capture the order from the State approved user, including the shipping and payment information, and submit the order in accordance with the E-Procurement Service. Subsequently, the Supplier Manager will send those orders to the appropriate Vendor on State Contract. The State or State-approved user, not the Supplier Manager, shall be responsible for the solicitation, bids received, evaluation of bids received, award of contract, and the payment for goods delivered.

e) Vendor shall at all times maintain the confidentiality of its user name and password for the Statewide E-Procurement Services. If Vendor is a corporation, partnership or other legal entity, then the Vendor may authorize its employees to use its password. Vendor shall be responsible for all activity and all charges by such employees. Vendor agrees not to permit a third party to use the Statewide E-Procurement Services through its 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.

17. 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.

18. CONFIDENTIALITY: Any State 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.

19. CARE OF STATE DATA AND PROPERTY: The Vendor agrees that it shall be responsible for the proper custody and care of any data owned and furnished to the Vendor by the State (State Data), or other State property in the hands of the Vendor, for use in connection with the performance of the Contract or purchased by or for the State for the Contract. Vendor will reimburse the State for loss or damage of such property while in Vendor's custody.

The State's Data in the hands of the Vendor shall be protected from unauthorized disclosure, loss, damage, destruction by a natural event or other eventuality. 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. See G.S. 75-60 *et seq.*

- 20. 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, 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 agency responsible for the contract.

Vendor shall give notice to the using 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.

- 21. COMPLIANCE WITH LAWS:** 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.

- 22. ENTIRE AGREEMENT:** This RFP and any documents incorporated specifically by reference represent the entire agreement between the parties and supersede all prior oral or written statements or agreements. This RFP, any addenda hereto, and the Vendor's proposal are incorporated herein by reference as though set forth verbatim.

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 this 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 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, 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, or other catastrophic 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.

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10.0 Attachment D: Location of Workers Utilized by Vendor

HGA has provided the completed and signed Attachment D: Location of Workers Utilized by Vendor on the following pages.

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ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR

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:

n/a

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.:

n/a

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

Jack Hunt 4/17/20
VICE PRESIDENT

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11.0 Attachment E: Certification of Financial Condition

HGA has provided the completed and signed Attachment E: Certification of Financial Condition on the following pages.

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ATTACHMENT E: CERTIFICATION OF FINANCIAL CONDITION

Name of Vendor: Hunt, Guillot & Associates, LLC (HGA)

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: n/a

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 Signature 4/17/20 Date

Jack Hunt, Vice President Printed Name Title

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

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12.0 Attachment F: Historically Underutilized Businesses Information

HGA has provided the required completed and signed Attachment F for on the following pages. We have also provided the following certifications:

- Certification of Mpack as a Disadvantaged Business Enterprise (DBE) by the City of Houston, TX
- Certification of SA-DR as a Woman-Owned Business (WBE), by the Women's Business Enterprise National Council

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ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION

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

Jack Hunt 4/17/20
VICE PRESIDENT

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Sylvester Turner,
Mayor

CITY OF HOUSTON

Office of Business Opportunity



Mpact Strategic Consulting LLC

is duly certified as a

Disadvantaged Business Enterprise (DBE)

Certified Categories:

NAICS 236220: PROJECT MANAGEMENT
NAICS 541350: BUILDING INSPECTION SERVICES
NAICS 541611: BUSINESS MANAGEMENT CONSULTING SERVICES
NAICS 541611: STRATEGIC PLANNING CONSULTING SERVICES
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES
NAICS 624230: EMERGENCY AND OTHER RELIEF SERVICES

Certification Number: 18-1-13031

A handwritten signature in cursive script that reads "Carlecia D. Wright".

Director of Office of Business Opportunity

Note: This certificate is the property of the City of Houston Office of Business Opportunity, and may be revoked should the above named firm graduate from the MWDBE program.

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

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).

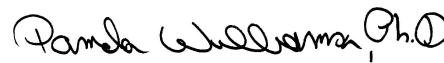
This certification affirms the business is woman-owned, operated and controlled; and is valid through the date herein.

Certification Granted: August 20, 2019

Expiration Date: August 31, 2020

WBENC National Certification Number: WBE1901821

WBENC National WBE Certification was processed and validated by
Women's Business Enterprise Council - West, a WBENC Regional Partner
Organization.



Authorized by Pamela Williamson, President & CEO
Women's Business Enterprise Council - West



Women's
Business Enterprise
Council WEST

NAICS: 541611, 238990
UNSPSC: 80101600



Appendix A: Résumés

HGA is pleased to provide the following resumes:

- Jack Hunt, Project Manager
- Joan Greer, As-Needed Project Manager
- Ted Guillot, As-Needed Project Manager

Primary Proposed Staff

- Ilene Klement, DRGR Support Staff
- Adele Waring, DRGR Support Staff
- Shantelle Mears, Relocation Specialist
- Anne Adams Broderick, Buyout SME
- Kristina Cruz, QA/QC Specialist
- Ingrid Jones, QA/QC Specialist
- Melva Richardson, QA/QC Specialist
- John Groom, QA/QC Specialist
- Vickie M. Wise, QA/QC Specialist
- Michael Cottingham, QA/QC Specialist
- David Bennett, Finance and Compliance SME
- Sergio Ramirez, Housing Programs SME
- Joshua Raiford, Housing Programs SME
- Cesar Castro, Planning SME
- Beckie Northrop, Small Rental Repair SME
- Nancy Jewell, Affordable Housing SME
- Christopher Posey, Construction Trades/Code Enforcement SME
- Gilbert Martinez, CDBG-DR Environmental Review Specialist
- Bill Blankenship, CDBG-DR Infrastructure Specialist
- Andrew Petrillo, Reporting Specialist
- Katy Sellers, Housing Recovery Program Specialist

Secondary Proposed Staff

- Keith Hale, DRGR Support Staff
- Marcus Mayfield, DRGR Support Staff
- Angie Mims Magee, Relocation Specialist
- Cathleen Carney, Buyout SME
- Kathy Lee, QA/QC Specialist
- Samantha Ruotolo, QA/QC Specialist
- Anna Gallardo, QA/QC Specialist
- Stacy Weinick, QA/QC Specialist
- Alisha Johnson, QA/QC Specialist
- Alisha Wood, QA/QC Specialist
- Hank Manning, Finance and Compliance SME
- Chuck Ellsworth, Housing Programs SME
- Candice Mahoney, Housing Programs SME
- Lyneisha Jackson, Planning SME
- Kristy Chessher, Small Rental Repair SME
- Wendy Cooper, Affordable Housing SME
- Leesa Foreman, Construction Trades/Code Enforcement SME
- Derek Galose CDBG-DR Environmental Review Specialist
- Steve Kirk, CDBG-DR Infrastructure Specialist
- Siera Singler, Reporting Specialist
- Michael Dorris, Housing Recovery Program Specialist



Jack Hunt

Project Manager

Bio Highlights

- **Has overseen grant programs worth more than \$1 billion.**
- **Understands the regulations surrounding federal grant programs and other funding sources;** has the experience needed to leverage this funding to provide a comprehensive recovery solution for communities.
- **Supported multiple Hurricane Sandy recovery programs,** including the New York City Rapid Repairs Program.
- **Provided program management for the NY State CDBG-DR Infrastructure Recovery Program, NY State CDBG-DR Public Assistance Match Program, and HGA's Construction Management Support Services (CMSS) contract with NY State,** which provided final inspections and change orders for NY State's Housing Recovery Program.

Years of Experience: 11

Areas of Expertise

- Program/Project Management
- Disaster Recovery
- HUD Community Development Block Grant-Disaster Recovery (CDBG-DR)
- FEMA Hazard Mitigation Grant Program (HMGP)
- FEMA Public Assistance (PA)
- Construction Management
- Infrastructure
- Reporting

Education

- M.B.A., Finance and Energy, Tulane University Freeman School of Business, 2010
- B.S., Chemistry Louisiana State University, Baton Rouge, LA, 2005

Relevant Project Experience

Executive Sponsor, Louisiana Office of Community Development (LA OCD), Restore Louisiana Housing Assistance Program—HGA, Baton Rouge, LA, November 2019—present

- Serves as the Executive Sponsor for program management services provided to LA OCD for the Restore Louisiana Housing Program.
- Oversees the contract and ensures that all deliverables meet the highest standards of quality.

Executive Sponsor/Project Manager, Puerto Rico Department of Housing (PRDOH), Oversight, Monitoring, Compliance, and Staff Augmentation Services—HGA, San Juan, PR, June 2019—present

- Serves as the HGA Executive Sponsor/Project Manager for staff augmentation services provided to prime contractor Horne in support of PRDOH's CDBG-DR programs, including housing, infrastructure, and FEMA match.
- Responsible for ensuring that all contractual deliverables are met with the highest standards of quality.

Executive Sponsor/Project Manager, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation Services—HGA, Raleigh, NC, May 2019—present



Professional Affiliations

- Louisiana Association of Business and industry (LABI), Young Leaders Council Member

- Serves as the HGA Executive Sponsor/Project Manager for staff augmentation services to NCORR.
- Responsible for providing staff augmentation personnel including CDDB-DR Subject Matter Experts, Environmental Specialists, Disaster Recovery Grant Reporting (DRGR) System Specialists, QA/QC Specialists, Uniform Relocation Act (URA)/Temporary Relocation Assistance (TRA) Experts, Infrastructure Experts and Buyouts/Acquisition Experts.
- Responsible for ensuring that all contractual deliverables are met with the highest standards of quality.

Program Manager, LA OCD, Restore Louisiana Housing Assistance Program—HGA, Baton Rouge, LA, October 2017– December 2019

- Served as the HGA Program Manager for inspection services provided to LA OCD for the Restore Louisiana Housing Program.
- Oversaw the contract and ensured that all deliverables meet the highest standards of quality. HGA deliverables are accepted by customers as compliant and correct at a rate exceeding 99%. Customers return less than 1% of deliverables with a request for minor adjustments, which are made promptly and studied to prevent future issues.

Engagement Partner/Program Manager, NYS Governor's Office of Storm Recovery (GOSR), CDBG-DR Recovery Programs—HGA, New York, NY, May 2014—present

- Serves as the HGA Program Manager for the NYS GOSR Community Reconstruction (CR) and Infrastructure Recovery Program and the Construction Management Support Services (CMSS) contract for the Housing Recovery Program.
- The CR and Infrastructure Recovery Program consists of \$1.2 billion in CDBG-DR funding, with more than 300 infrastructure projects across 50 local NY governments.
- The Infrastructure Recovery Program includes multiple FEMA HMGP Global Match projects, a FEMA PA Match program, and Rebuild by Design projects.
- The CMSS for the Housing Recovery Program provides housing inspections and change order/clarifications, with well over 6,000 inspections and change orders/clarifications performed to date.

Project Manager, Plaquemines, St. Bernard, and St. Tammany Parishes, Hazard Mitigation Grant Program—HGA, Baton Rouge, LA, April 2013—April 2014

- Managed over \$150 million in HMA funding for several Louisiana parishes, with total project costs of \$200 million. Projects included housing programs for more than 400 elevations/repairs and 24 infrastructure improvements.



Project Controls Manager, New York City Rapid Repairs Program—The Shaw Group, New York, NY, November 2012–April 2013

- Managed all databases, reporting, and scheduling for the New York City Rapid Repairs Program—a first-of-its-kind \$600 million program to provide sheltering-in-place for homeowners affected by Hurricane Sandy.
- Managed more than 50 people from four different contractors to accomplish program reporting goals.
- Delivered all program reporting, including daily reports for New York City Mayor.
- Integrated schedules from 11 general contractors to develop the program master schedule.

Project Control Manager, LA OCD, HMGP—The Shaw Group, Baton Rouge, LA, May 2011–February 2012

- Provided business management, change control, cost management, and reporting for a \$750 million mitigation grant program for individual homeowners.

Project Controls Manager, LA Coastal Protection and Restoration Authority, Barrier Berm Restoration—The Shaw Group, New Orleans, LA, May 2010–April 2011

- Provided reporting, scheduling, change control, and financial analysis for this \$260 million project to protect Louisiana's coast by rebuilding barrier islands (in response to the BP Deepwater Horizon oil spill). It included the largest dredging fleet on a single project in U.S. history, which built more than 15 miles of berm in less than nine months.

Relevant Employment History

- HGA, April 2013–present
- The Shaw Group, May 2010–April 2013



Years of Experience: 31

Areas of Expertise

- Disaster Recovery
- Affordable Housing
- CDBG-DR/MIT
- Program Design
- Policy and Procedure Development
- Operations Management
- Appeals Processing
- Quality Control and Monitoring
- Direct Large-Scale Complex Organizations
- Operations Start-up and Closeout
- Change Management

Joan Greer

As-Needed Project Manager

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Project Management Experience	13 years
Prior Experience in CDBG-DR Housing Programs	✓
Grantees worked with	NCORR, U.S. Virgin Islands, Puerto Rico, Louisiana, New Jersey

Bio Highlights

- Expertise in providing program management, consulting, and training for **HUD-funded affordable housing industry**.
- Served as Director of Operations for the New Jersey **Hurricane Sandy Housing Program** and as Program Director for the **Road Home** contract for the State of Louisiana’s disaster recovery project for Hurricanes Katrina and Rita.
- Directed operations for Louisiana Road Home Housing Assistance Centers** for application intake, eligibility, DOB, and award calculation.
- Managed the Policy Development and Management Oversight Team under the Louisiana Road Home contract for the **Small Rental Property Program**.
- Supported **action plan development** for various disasters and grantees.
- Directed national, statewide, and local outreach to **homeowners and rental property program participants**.

Technical and Functional Project Experience

As-Needed Project Manager, North Carolina Office of Recovery and Resiliency (NCORR), Staff Augmentation Services—HGA, Raleigh, NC, May 2019–present

- Updating program policies and guidance for Hurricane Matthew recovery programs and overarching NCORR policies, including the Single-Family Homeowner Program policies and procedures, URA and TRA policies and procedures, and policies related to cross-cutting requirements such as fraud, waste, and abuse.



Education

- M.B.A., Business Administration, Louisiana State University, Baton Rouge, LA, 1980
- B.S., Psychology, Louisiana State University, Baton Rouge, LA, 1977

Relevant Employment History

KJ Greer Management Consulting, LLC

- November 2018–present

Quadel Consulting

- Chief Operating Officer, September 2015–October 2018
- Vice President, May 2013–August 2015
- Director, May 2007–2013

Dell, Inc

- Director Service, April 2006–May 2007

Qualex, Inc. (Eastman Kodak Subsidiary)

- VP Kodak Service and Support, May 2003–December 2005
- VP Engineering & Technology, June 2002–April 2003
- Sr. Director Process Engineering, June 1996–June 2002
- Consultant, Kodak Worldwide Consumer Imaging, June 1991–June 1996

- Assisting with the design of the Small Rental Repair Program.
- Assisted with development of initial Homeowner Recovery Program policies for Hurricane Florence.

Subject Matter Expert, USVI, CDBG-DR Technical Assistance—HGA, Baton Rouge, LA, November 2018–2019

- Development of policies and procedures for all CDBG-DR programs, including Homeowner Reconstruction and Rehabilitation, Small Rental Habilitation, New Construction for New Homebuyer, Public and Affordable Housing Development.
- Provide program launch/start-up planning resources.

Subject Matter Expert, HUD Community Compass, USVI and Puerto Rico, CDBG-DR Technical Assistance—Quadel, Washington, DC, March 2018–May 2018

- Supported Action Plan development, reviewed program design, and led development of case management best practices.
- Directed team of CDBG-DR subject matter experts providing technical assistance to Puerto Rico and U.S. Virgin Islands as they prepared their Action Plan.

Contract Manager, Louisiana LHA, Small Rental Program Support—Quadel, Baton Rouge, LA, February 2016–June 2017

- Recruited and provided oversight of staff for Small Rental Program long-term monitoring.

Director, State of New Jersey, Hurricane Sandy Housing Recovery Programs—Quadel, Newark, NJ, May 2013–January 2014

- Directed start-up operations for Hurricane Sandy housing recovery programs in New Jersey, completing closings for more than 16,000 awards in the first seven months of the contract.
- Established and directed operations of a 60-seat call center and nine county Housing Assistance Centers with more than 300 staff for intake and processing of applications, started up within 30 days of contract execution.
- Developed and administered New Jersey Resettlement and Reconstruction, Rehabilitation, Elevation, and Mitigation (RREM) program.



Louisiana OCD, Small Rental Program Support—Quadel, Baton Rouge, LA, June 2009–February 2012

- Directed team of CDBG-DR subject matter experts.
- Designed and implemented construction management option and developed associated policies.
- Documented all program policies, procedures, change control for process flows, standard operating procedures, and desk references.
- Provided subject matter expertise for Small Rental Property Program rent and income limits.
- Provided Section 3 monitoring for construction projects.
- Provided Uniform Relocation Act (URA) services, including compliance reviews, eligibility determinations, tenant relocation plan development, and site assessment reviews.

Louisiana OCD, Road Home Homeowner & Small Rental Program—Quadel, Baton Rouge, LA, May 2007–June 2009

- Managed 12 Homeowner Assistance Centers in Louisiana, with more than 700 advisors providing services to determine eligibility and process applications from intake through data collection, inspection, and preparation for closing for more than 240,000 applications and 127,000 eligible homeowners.
- Developed recruitment and organization and staffing plans throughout the program, including ramp-down plans for contract closeout.
- Developed standard operating procedures to support program requirements, including applicant appointments, quality assurance (QA), quality control (QC), and appeals.
- Managed and streamlined processes for more than 15,000 appeals.



TED GUILLOT
AS-NEEDED PROJECT MANAGER
NCORR RFP POSITION QUALIFICATIONS

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Project Management Experience	12 years
Prior Experience in CDBG-DR Housing Programs	✓
Grantees worked with	California, Texas, Puerto Rico, Louisiana, New Orleans, City of Norfolk (VA)

QUALIFICATIONS

- Over 12 years of experience managing complex projects and programs.
- Provides direct technical assistance to state and local governments on federal regulatory compliance and grants management best practices.
- Proficient in the design and implementation of innovative programs that leverage multiple funding sources.
- Skilled in collaborating with various stakeholder groups to identify priorities and build consensus on how best to address community development needs.

EDUCATION

Bachelor of Arts, English, 2004
 Bachelor of Arts, Spanish, 2004
 Louisiana State University

BIO HIGHLIGHTS

Ted Guillot serves as a Vice President with GCR Inc. where he leads the firm’s Community Planning & Resilience group. For more than 12 years, Ted has partnered with state and local governments in the design and implementation of innovative disaster recovery projects and programs aimed at creating more resilient communities. He specializes in integrating traditional project management with regulatory compliance best practices through the creation of organizational frameworks, work plans, and functional toolkits that guide the administration of complex recovery and resilience-building initiatives. Ted’s work includes leading recovery, resilience, and community development engagements in Louisiana, California, Virginia, Tennessee, Massachusetts, Texas, Puerto Rico, and other locations around the country.

Prior to joining GCR, Ted worked at the Louisiana Office of Community Development – Disaster Recovery Unit and the Louisiana Housing Corporation where he directed the design and administration of over \$800 million in CDBG-DR funded disaster recovery programs that addressed the state’s recovery needs following Hurricanes Katrina, Rita, Gustav, Ike, and Isaac.

RELEVANT EXPERIENCE

California CDBG-DR Grant Management Services

Client: State of California Department of Housing and Community Development

Description: The State of California Department of Housing and Community Development received \$250 million in CDBG-DR funding as a result of disasters occurring in 2017 across the state. GCR, along with a team of subcontractors, is providing grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include standing up HCD’s single family housing, multifamily housing, and infrastructure recovery programs, establishing financial controls, developing and



implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. GCR's team of CDBG-DR subject matter experts is working side-by-side with HCD personnel to establish administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Ted serves as GCR's Project Director for this assignment. His role includes overall project management and coordination, guiding the design and implementation of a functional organizational framework, and supporting the State in the program's overall approach and vision.

California CDBG-DR Action Plan and Technical Assistance

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$250 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Ted serves as GCR's project director for this assignment. His role includes overall project management and coordination, outreach facilitation, interfacing with key stakeholders, and supporting the state in its overall approach and vision for recovery.

State of Texas Hurricane Harvey Recovery – Homeowner Assistance Program (HAP)

Client: State of Texas General Land Office (GLO)

Description: GCR is providing technical assistance and subject matter expertise in coordination with its project partner AECOM to the State of Texas General Land Office as they implement the Homeowner Assistance Program (HAP). HAP is a reconstruction and repair program developed to assist homeowners impacted by Hurricane Harvey statewide. GCR provides regulatory support and staff augmentation services for two Councils of Government (COGs); Southeast Texas (SET) and the Houston-Galveston Area Council-West/Lower Colorado Region (HGAC-W/LCR). HAP is projected to serve more than 2,000 homeowners combined in both service areas.

Project Role: Ted provides recovery program subject matter expertise and project management in coordination with GCR's partner.

HUD Community Compass – Puerto Rico CDBG-DR Technical Assistance

Client: U.S. Department of Housing and Urban Development

Description: GCR is part of a team of firms providing technical assistance to Puerto Rico's Department of Housing in support of the launch of its CDBG-DR funded programs. GCR's role has included drafting administrative policies and procedures, performing cost estimates for procurement activities and generally supporting procurement efforts, and assisting with program design and development. In addition, GCR personnel have developed and conducted trainings for Puerto Rican personnel on a broad spectrum of key topics, ranging from financial management to the fundamentals of CDBG-DR funding.

Project Role: Ted serves as GCR's project director for this assignment. His role includes overall project management and coordination, providing regulatory guidance, and supporting the development of project deliverables.

Louisiana Flood Recovery Support

Client: Louisiana Office of Community Development – Disaster Recovery Unit (OCD-DRU) (Baton Rouge, LA)

Description: In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of



2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment.

Project Role: Ted led GCR's team supporting OCD-DRU, working in close coordination with state staff and leadership on the successful execution of the full scope of services and timely completion of all project deliverables.

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans

Description: GCR serves as the primary outside advisor to the City of New Orleans for the implementation of its \$141 million CDBG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, project design and CDBG-NDR regulatory support.

Project Role: Ted leads all aspects of GCR's assignment, including advising the City on policy and program development based on best practices and CDBG-NDR regulations.

City of Norfolk, VA National Disaster Resilience Implementation

Client: City of Norfolk, VA Mayor's Office of Resilience

Description: GCR serves as the City of Norfolk's grants management and regulatory compliance subject matter expert for the implementation of its \$115 million CDBG-NDR award to implement its suite of resilience-building initiatives in the Ohio Creek watershed. The effort comprises a suite of projects and programs, including shoreline restoration and protection, parcel level green infrastructure, increasing community connectivity, and creating economic opportunities for low income residents. GCR's role includes program design, the provision of technical assistance to the City and its partners, the completion of mock audits, development and delivery of a regulatory training programs, and overall regulatory compliance support (including the development of a CDBG-NDR Administrative Manual to ensure compliance with all applicable requirements).

Project Role: Ted serves as GCR's project director, ensuring the successful delivery of GCR's scope of services, addressing client support needs, and providing subject matter expertise across all aspects of the project.



NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience DRGR Management	8 years
3 Years Direct Experience Financial Management	15 years
DRGR Action Plan Experience	✓
QPR Experience	✓
Grantees worked with	NCORR, Texas



Certifications

- Certified Texas Contract Manager
- Certified Fraud Examiners (CFE)



Skills

- Accounting
- Financing
- Generally Accepted Accounting Principles
- DRGR (HUD) Reporting System
- State & Federal Tax
- Corporate Governance
- Process Implementation
- Training & Development
- Expense Control
- Maintenance Operations
- Property Management

Bio Overview

An accounting and finance professional with experience in Sales/Use tax, State/Federal tax, Accounts Receivable, Accounts Payable and Customer Service. Efficient in performing accounting, auditing and financial duties. Pays clear attention to details and accuracy. Ability to learn new software quickly. CPA Candidate. Specialties: Accounting, Financing, Budgeting, Training, Collections, Reconciliation, Auditing, DRGR (HUD Reporting System), State/ Federal tax, Sales and Use tax, Corporate Governance, extremely organized, process implementation, and Generally Accepted Accounting Principles (GAAP). Tech Experience: Proficient in Excel, Word, Visio, Powerpoint, Quickbooks, Salesforce, ADP, SQL, CRM, MS Dynamics and some SAP and tableau experience.

Project Experience

MPACT Strategic Consulting LLC Senior Manager
July 2019 - Present
Raleigh-Durham, North Carolina Area

- Currently on assignment with the North Carolina Office of Recovery and Resilience (NCORR) for Hurricanes Matthew/Florence long-term recovery program. Serving as lead DRGR specialist for NCORR Finance Division.
- Manage all grant funds and prepare required reporting.
- Perform highly specialized work to support HUD CDBG-DR programs requiring reviews of data management, complex fund drawdown requests and financial reporting systems to ensure consistency throughout the DRGR HUD reporting system.
- Work on financial reconciliation and processing of draw requests and analysis of databases providing current information regarding program Page 1 of 6 activities including performance and financial data that must be developed and analyze complex reports.
- Work with other data management systems to reconcile data between all structures and projects

Ilene Klement

DRGR Support Staff



Texas General Land Office Grant Coordinator

September 2017 - July 2019

Austin, Texas Area

- Coordinates, organizes, analyzes, tracks, and prepares financial and program information for grant reporting to HUD in DRGR.
- Verifies data integrity and accuracy.
- Identifies trends, manages database and coordinates with other teams on the resolution of reporting problems with regards to HUD's reporting system.
- Monitors and analyzes agreements, contracts, expenses, activities and federal and state regulations to ensure compliance with conditions of grant.
- Creates and implements standard operating procedures and work processes.
- Produces ad hoc reports and documents for senior management.

Charles Schwab Tax Team Lead - Retirement Business Services Cash Operations

September 2015 - September 2017

Austin, Texas Area

- 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.
- Diligently 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.
- Identified and assessed risk items related to the state tax jurisdictions.
- 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 in order to reduce risk and increase efficiencies.

Texas General Land Office

Contract Specialist - Team Lead September

2014 - September 2015

Austin, Texas Area

- Performed highly complex (senior-level) contract management work.
- Developed and evaluated a broad range of contracts.
- Worked under limited supervision with considerable latitude for the use of initiative and independent judgment.
- Evaluated and analyzed expenditure and projection data to ensure proper use of funds.
- Developed standard operating procedure documentation for program.
- Verified data integrity and accuracy for execution of contract.

Program Analyst

July 2013 - September 2014

Austin, Texas Area

- 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.



Adele Waring

DRGR Support Staff

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience DRGR Management	6 years
3 Years Direct Experience Financial Management	8 years
DRGR Action Plan Experience	✓
QPR Experience	✓
Grantees worked with	NCORR, Texas

Years of Experience: 9

Areas of Expertise

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

Education

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

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

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 Section 3 and Federal Funding Accountability and Transparency Act (FFATA) reporting.
- 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.**



Professional Affiliations

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

Relevant Project Experience

DRGR Support Staff, North Carolina Office of Recovery and Resiliency Staff Augmentation HUD CDBG-DR/MIT—HGA, Raleigh, North Carolina, May 2019-present

- Responsible for submitting Action Plan and QPRs each quarter in DRGR.
- Provides the North Carolina Department of Public Safety's fiscal team with assistance on processing voucher adjustments and submittals and approvals of vouchers in DRGR.
- Created a process for reconciliation of DRGR, Salesforce, and the NCASS system.
- Registered NCORR for Section 3 and FAFFTA reporting.
- Runs DRGR reports for NCORR reporting staff to assist in tracking weekly/monthly grant disbursements.

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 and 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, 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.
- 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.



Shantelle Mears

Relocation Specialist



Years of Experience: 24

Areas of Expertise

- Disaster Recovery
- Community Development Block Grant – Disaster Recovery (CDBG-DR)
- Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA)
- Housing and Urban Development (HUD)

Education

- B.A., Organizational Management, Northwest University, Kirkland, WA, 1998

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience URA	24 years
Expertise in CDBG-DR Regulations	✓
Expertise in URA Regulations	✓
Grantees worked with	NCORR, Louisiana

Bio Highlights

- Has 24 years of experience in relocation governed by the Uniform Relocation Act;** four years of direct experience in URA under CDBG-DR; and six years of CDBG-DR experience.
- Responsible for the relocation of more than 150 residents and businesses** impacted by transportation and other projects. Serves as mentor for other relocation agents with more limited experience.
- Provided URA relocation interpretive analysis** to senior-level managers of the State of Louisiana’s Small Rentals Property Program.
- Performed property inspections,** ensuring that units met minimum occupancy standards as set forth by CDBG-DR and the URA.
- Awarded “Professional of the Year”** certificate of achievement for relocation assistance.

Relevant Project Experience

Relocation Specialist, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC Program—HGA, Raleigh, NC, 2019–present

- Developed policy manuals and Standard Operating Procedures (SOPs) for the Temporary Relocation Assistance (TRA) Program and the URA Program, including the NCORR URA Policy Manual. The URA Policy Manual is currently under review by NCORR’s Senior Management Team.
- Managed the temporary relocation of more than 100 mobile homeowners in first six months of operation.
- Performed strategic outreach services to homeowners with special needs as requested by NCORR Community Outreach



Team members; served as a representative of NCORR/ReBuild NC during home visits.

- Provided a high level of customer service to the Construction Teams (NCORR and AECOM), helping them with project scheduling, construction scheduling, and reservations.

**Relocation Consultant, State of North Carolina
Department of Transportation, Division of Highways,
North Kerr Avenue Road Improvement, Wilmington, NC,
2017–2019**

- Managing the relocation of 45 residents and businesses impacted by the North Kerr Avenue Road Improvement Projects in Wilmington, NC (New Hanover County) and State Hwy 211 from State Route 73 to State Route 1241 in West End, NC, (Moore County).

**Senior Relocation Consultant, South Central Puget Sound
Transit Authority, Light Rail Links—Universal Field
Services, Seattle, WA, 2016–2017**

- Worked on development and construction projects throughout the three-county region.
- Assigned to relocate three businesses and 28 residential occupants (tenants and property owners) according to key project schedules.

**Senior Acquisition Agent, Connecting Arkansas Program
(CAP), Arkansas Highway and Transportation
Department—OR Colan Associates LLC (ORC), 2013–
2016**

- Represented ORC to State of Arkansas Highway Department as Quality Assurance/Quality Control Analyst for the Connecting Arkansas Program (CAP), a long-term series of road improvement projects across the State of Arkansas, as well as several projects for the Cities of Little Rock and Conway, AR.
- Acquired 31 properties as part of this project.

**Relocation Administrator, Grand Parkway Project, Texas
Department of Transportation (TxDOT), Houston, TX,
2013–2015**

- Provided Relocation Assistance Program oversight as Relocation Administrator for Design-Build, Grand Parkway Project, Highway 99, Segments F-2, G-1, and G-2 for Texas State Department of Transportation Project – Strategic Projects Division.
- Served as strategic liaison between TxDOT, Zachry – Odebrecht Parkway Builders (developer), and displacees, holding an active caseload of 38 relocations.
- Provided comprehensive URA policy guidance to eight experienced ORC Relocation Agents.

Certifications

- Senior Right of Way Professional (SR/WA) Designation, International Right of Way Association (IRWA), 2015
- Right of Way Relocation Assistance Certification (R/W-RAC), IRWA, 2015–2020
- Notary Public, North Carolina, Arkansas, Texas, Washington
- Voted Professional of the Year in 2000 by IRWA Chapter 4 for Relocation Assistance provided to SeaTac Airport Third Runway Expansion Project

Professional Affiliations

- Member, IRWA, Region 7, Chapter 4



Community Outreach Specialist 4, Long Term Compliance and Monitoring—Chicago Bridge & Iron (CB&I), Baton Rouge, LA, 2011–2013

- Performed property inspections, ensuring that units met minimum occupancy standards as set forth by CDBG-DR and the URA.
- Calculated tenant income and benefit determinations as needed to ensure that rents remained within affordable guidelines as determined by HUD CDBG-DR.

Subject Matter Expert, Small Rental Property Program, State of Louisiana—Quadel Consulting, New Orleans, LA 2009–2011

- Provided day-to-day senior-level support to Director of Policy and Policy Review.
- Provided URA relocation interpretive analysis to senior-level managers of the Small Rental Property Program, a disaster recovery housing assistance program.

Relocation Program Manager, Seattle-Tacoma International Airport, Aviation Division, Seattle, WA, 2001–2010

- Monitored relocation budgets and authorized relocation benefit determinations and payments under URA and Federal Aviation Administration (FAA 5100.17) guidelines.
- Managed a team of 10 acquisition-relocation consultants on multiple projects.
- Successfully negotiated for, acquired, and relocated mobile homes, single-family residents, and small businesses.

Relocation Project Coordinator and Relocation Agent, Third Runway Expansion Project—OR Colan Associates/Seattle International Airport, Seattle, WA, 1996–2001

- Participated on the relocation team of employees and local consultants acquiring and relocating approximately 1,000 residential and business relocations under the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA) over a 5-year period. Chapter 4 of the International Right of Way Association
- Awarded OR Colan Associates “Project of The Year” for project management as well as Employer of the year 2000.
- Awarded the certificate of achievement for “Professional of the Year” by Chapter 7 for my relocation contributions to this major regional airport expansion project.



Anne Adams Broderick, MBA, PMP

Buyout SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Experience in Buyout/Acquisition Program	3 years
Grantees worked with	Louisiana

Bio Highlights

- Over a decade of experience as a project management professional focusing on developing, implementing and delivering policies and procedures required to deliver efficient, cost effective deliverables.
- Directly managed the processing of over 500 applications to determine eligibility for the Louisiana Restore Buyout Program resulting in over \$12 million in assistance to individual homeowners.
- Oversaw development and implementation of Louisiana’s Restore High-Risk Community Buyout Program, a pilot program that required 100% owner’s participation and eligibility.

Relevant Project Experience

Senior Project Manager, Louisiana Office of Community Development–Disaster Recovery Unit (OCD-DRU), Restore Louisiana Homeowner Buyout and Resilient Housing Incentive Program–Franklin Associates, Baton Rouge, LA, September 2018–March 2020

- Directly managed the processing of over 500 applications to determine eligibility for the Buyout Program resulting in over \$12 million in assistance to individual homeowners.
- Duties include working with the Office of Community Development leadership to refine program polices to ensure the implementation from policy to execution through closeout while meeting CDBG requirements.
- Development and implemented processes and procedures for the Buyout and Resilient Housing Incentive (Solution 4) Program. Including all program specific forms and documents.
- Worked closing with the client to establish protocols to provide program provided Limited Legal Service to assist

Years of Experience: 15

Areas of Expertise

- Program Management
- Disaster Recovery
- HUD Community Development Block Grant- Disaster Recovery (CDBG-DR) Programs
- Buyout and Housing Incentive
- Small Rental Repair
- Policy Development and Implementation
- Compliance
- FEMA Public Assistance (PA)

Education

- Master of Business Administration, LSU, Baton Rouge, LA
- Bachelor of Arts, LSU, Baton Rouge, LA



Anne Adams Broderick, page 2

homeowners in resolving encumbrances attached to eligible properties.

- Additional duties include integrating with other program contractors to identify and manage processes for a seamless and successful handoff of program services.
- Oversaw development, implementation of the High-Risk Community Buyout Program. Success of this pilot program requires 100% owner's participation and eligibility.

Project Manager, FEMA, HUD, USACE-DOE, Disaster Recovery—The Shaw Group, Baton Rouge, LA, September 2005–May 2009

- Created and implemented organizational policies and procedures for the Construction Initiative Option for Small Rental Property Program (HUD/FEMA). Included guiding the client through the RFP process, to procuring services from 18 Construction Companies by articulating the FEMA established criteria to managing the preparation, evaluation, assessment and awarding of contracts.
- Managed over 500 Group Site assessments for FEMA PA TAC; worked with Architectures to develop site plans, establish and managed site security.
- Developed SOPs for performing site inspections, quality control processes and assessment documents to improve operational tasks and promote communications among field operations teams (assessments, construction, QA/AC) for the assessment of 35,000 individual properties to provide temporary housing through FEMA IA TAC Task Orders.
- Responsible for the procurement, initiation and operation of the Road Home Security Program at 14 facilities with over 2200 personnel.
- As Small Rental Property Appeals Division Lead responsible for processing Program and State Appeals which resulted in the reduction of Appeal backlog from nine months to 15 days.
- Reviewed all procurement activities between Client and Subcontractor invoice discrepancies by conceptualizing and implementing an electronic data base for documenting and verifying all work performed by nine construction companies assuring compliance with Sarbanes-Oxley and FEMA Stanford Act requirements resulting in the recovery of \$1 million dollars in over payments.
- Participated in contract negotiations, project start-up, development and implementation of transition plans for both staff and project data from existing vendor.



Consulting Manager, Deepwater Horizon Claims Administration, Operations Manager—Postlethwaite and Netterville, New Orleans, LA, October 2012–April 2014

- Directly supervised over 40 Deepwater Horizon Claims Analysts responsible for processing Economic and Property Damage claims.
- Established the Project Management Office (PMO) to develop and implement the related process and procedures required to ensure compliance and mitigate risk of both internal and external fraud for this complex claim program with over 300 team members responsible for processing close to 400,000 claims resulting in over \$12 billion in restitution.
- Responsible for developing improvement processes in response to internal audits findings.



Skills

- HUD CDBG-DR Administration Training
- National Community Development Association, CDBG Basics Training for Practitioners
- Training & Development Associates, Inc., Procurement/Construction Management
- National Certified Investigator/Inspector Training
- Department of Labor, Davis Bacon Training
- HUD Section 3 Training
- Texas Analysis of Impediments Training
- HUD Environmental Training
- Women Builders Council, Inc. Outstanding Women 2016

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	10 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs including Buyout, Small Rental Repair, and Multi-Family New Construction	✓
OR Demonstrated Expertise in Other Programs that Support Eligibility Determination of Housing Programs, including Infrastructure, Economic Development, Environmental Review, Damage Assessments, and Site-Specific Environmental Reviews	✓
Grantees worked with	NCORR, New York, Texas, City of San Marcos (TX), SE Texas Council of Governments

Bio Overview

Mrs. Cruz possesses over 19 years of experience as a Housing and Disaster Recovery grant and project management professional. Mrs. Cruz provides project leadership and is responsible for key project management and grant management activities related to emergency management, disaster recovery and CDBG funded programs. She is responsible for planning, designing and implementing both small and large, complex projects for private and public-sector clients. She provides leadership and technical knowledge in the areas of HUD CDBG-DR grant management and implementation, monitoring and compliance, training, case management, operational efficiency and financial management. She also has experience with assessment and preparing responses to HUD and OIG audits and documenting compliance policies and procedures.

Project Experience

North Carolina Office of Recovery and Resiliency (NCORR) – May 2019 - Present

Currently serving as lead QA/QC specialist for NCORR Compliance and Monitoring Division. Mrs. Cruz provides leadership and technical assistance in the areas of HUD CDBG-DR grant management and implementation, monitoring plan development, and QA/QC. She is 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. She provides direct and

South East Texas Housing Assistance Program – November 2018 - Present

Serves as a Project Lead for Case Management staff for the South East Texas and Houston Galveston Area Council-West Regions. Case Management activities include conducting interviews for application intake and eligibility. Assigns case workloads and manages scheduling of Case Managers to assure program efficiencies and optimal program functionality. Oversees administrative activities and logistics for onsite staff.

Texas Rebuilds PREPS Program- Hurricane Harvey – January 2018 – July 2018

Provided Case Management services for FEMA Public Assistance funded partial repair program that provided minor rehabilitation of damaged homes that were impacted by Hurricane Harvey. Served as Project Lead for withdrawals of applicants. Developed program implementation for withdrawals and ineligibility of applicants. Lead and oversee case management team who assist in withdrawals and ineligible applicants.

City of San Marcos, Community Planning and Development Services; Homeowner Rehabilitation Program – August 2017 – Present

The Department of Housing and Community Development (HUD) allocated \$33,794,000 in Community Development Block Grant Disaster Recovery (CDBG-DR) to the City of San Marcos for necessary activities related to disaster relief, long-term recovery, restoration of infrastructure and housing, and economic revitalization as a result of two historic flash and river flood events, which occurred less than six months apart. MPACT provided services related to applicant relations for the City's disaster recovery housing program. Mrs. Cruz served as lead case manager in which she provided technical assistance to the City and applicants. She performed key project management activities including schedule and coordination of interviews for program eligibility, communicated program requirements to applicants and assisted with obtaining documents necessary to complete eligibility, created files and maintained sensitive data, reviewed initial and final documents necessary to implement program, assisted with determining duplication of benefit and providing status updates and reporting to the City and applicants.

City of Houston, Housing and Community Development Department; Action Plan Development and Needs Assessment – August 2016 – March 2017

Assisted the City of Houston with the Action Plan and Needs Assessment for the 2015 and 2016 flood events. Mrs. Cruz served as a data analyst for the City of Houston Housing and Community Development Department. She evaluated, analyzed and compiled data to report the unmet need for the City of Houston's Action Plan as a result of the 2015 and 2016 Floods.

State of Texas, Texas General Land Office; National Disaster Resiliency Competition (NDRC) – August 2015 – October 2015

The State of Texas application under the national competition for CDBG-DR resiliency funding was prepared by a consortium of contractors which included MPACT. The NDRC is designed to identify target areas, unmet needs, and potential projects that address risks and vulnerabilities to future events, such as wildfires, explosions, and severe flooding, which have impacted Texas in the past five years. Mrs. Cruz, performed key project management activities including coordinating, reviewing the initial and final drafts of the project narratives and application, assisting with community outreach, assisting communities with eligibility determinations for the grant application preparation, collecting, reviewing and scoring community applications, and assisting in the final preparation of the statewide application submission for NDRC funding.

Kristina Cruz

Quality Assurance/Quality Control Specialist



**State of New York, Governor's Office of Storm Recovery; Compliance & Monitoring and Technical Assistance
- February 2015 - April 2016**

The State of New York established the Governor's Office of Storm Recovery (GOSR) which utilizes approximately \$3.8 billion in CDBG-DR funding and additional funding from FEMA to design and implement projects for recovery and long-term sustainability from the most recent impact of Superstorm Sandy, and prior to Hurricane Irene and Tropical Storm Lee. Mrs. Cruz is responsible for leading, developing and providing implementation protocols to operationalize GOSR's Monitoring activities. She is responsible for developing the monitoring plan according to the monitoring and compliance policies and procedures, developing templates for HUD approval, conducting internal and subrecipient trainings, and providing oversight of all monitoring activities.

Ingrid M. Jones

Quality Assurance/Quality Control Specialist



NCORR RFP Position Qualifications



Education

Bachelor of Science / Business Management (03/2010)

University of Phoenix*Batou Rouge, LA

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	8 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs including Buyout, Small Rental Repair, and Multi-Family New Construction	✓
OR Demonstrated Expertise in Other Programs that Support Eligibility Determination of Housing Programs, including Infrastructure, Economic Development, Environmental Review, Damage Assessments, and Site-Specific Environmental Reviews	✓
Grantees worked with	NCORR, Louisiana

Bio Overview

Ms. Jones has extensive CDBG-DR experience across multiple disasters and has served in multiple project management and leadership positions. Her experience includes project management support for single and multi-family homeowner programs. Ingrid has an excellent track record of housing management, financial management and compliance procedures.

Project Experience

Project Manager (QA/QC Specialist)- State of North Carolina, North Carolina Office of Recovery and Resiliency (NCORR)

Currently, Ingrid is performing as staff augment assisting The State of North Carolina awarded \$180 million in HUD CDBG-DR and CDBG-MIT administered programs providing quality assurance/quality control (QA/QC) of the RebuildNC recovery programs providing and infrastructure in response to Hurricanes Matthew and Florence. Project activities included drafting and indoctrinating Compliance and Monitoring Policies and Procedures to ensure proper implementation and execution of program funds in accordance with HUD federally mandated guidelines. Coordinating, facilitating and performing risk assessment, as well as indepth monitoring of all programs implemented under the NCORR programs including, but not limited to the small business, single/multifamily housing, construction, infrastructure, hazard mitigation (HMGP), buyout, URA/TRA, and more.

Project Manager - State of Louisiana, Office of Community Development; Restore Louisiana Homeowner Assistance Program

Ingrid assisted the State in utilizing \$3 billion in HUD CDBG-DR funding program to provide recovery programs for housing in response to Louisiana floods in 2016. Project activities included drafting and indoctrinating RestoreLA program staff on Policies and Procedures to ensure proper implementation in accordance with HUD federally mandated guidelines. Coordinating and facilitating RestoreLA policy meetings with

Ingrid M. Jones

Quality Assurance/Quality Control Specialist



the Office of Community Development (OCD) and IEM Staff ensuring updates to the program Standard Operating Procedures (SOPs) and Procedure Change Alerts (PCAs) are implemented and executed. Ingrid also performed detailed review of applicant files, coordinate and facilitate bi-weekly RestoreLA Exceptions Panel meeting presenting cases to OCD for applicant deemed ineligible for ownership, occupancy and construction changes for eligibility deliberation. She supervise special projects as requested by constituent services or OCD that are out of compliance with the RLHP program striving to achieve a positive path forward and provide guidance to case managers, POD leads and other function department (i.e, constituent service, appeals, VOB) on RLHP policy guidance and program requirements

Operations Manager; Disaster Recovery Program

Daily supervision of the Small Rental Property Program and its operations, as well as the personnel involved in the Gustav/Ike Parish Housing and Gustav/Ike State and Parish Rental Programs administered through contract by the Louisiana Housing Corporation. Supervised 15 staff, including 3 HQS Inspectors, 6 Compliance Analysts, 2 Recapture Analysts, 1 Reporting Analyst, 1 Closing Analyst and 1 Policy Analyst; two roles of which were filled by Subject Matter Experts (SMEs) reporting to my position. Responsible for assuring compliance with all HUD, CDBG, OCD and LHC policies and procedures. Handled all HR issues, improving productivity rates by more than 50% during my role on the SRPP program. Conducted staff meetings, client meetings and developed strategic approaches for program improvements including adjusting programmatic approach to upcoming lien releases to allow for more timely file reviews, specific time-oriented compliance review batch assignment approaches, as well as conducting QA/QC reviews and providing subsequent trainings to assure compliance with policy changes. Worked closely with inspectors to assure forward movement on remaining incomplete files. Developed checklists for reviewer consistency throughout program.

Portfolio Manager; Gulf Coast Housing Corporation

Daily management of the company's property portfolio financials and physical assets (13 multi-family and 3 commercial). Prepared annual property budgets with input from Director of Asset Management and property manager to maximize property performance and anticipate any capital expenditures & improvement projects. Reviewed properties' monthly financial statements including budget comparisons and income statements to address any discrepancies preparing periodic performance reports, identifying and explaining budget variances for investors and state agencies. Prepared monthly multi-family property review and property reserve account reports and discussed issues of note with Vice President and Director of Asset Mgmt. Reviewed property contractual agreements to assure compliance with CDBG, LIHTC, New Market, HOME, investors and federal funding allocations per property. Managed property turnover of assets from project management team upon completion. Generated punch lists with weekly monitoring to ensure completion. Obtained warranty information, subcontractor and vendor contact lists, and stock replacement inventory. Ensured the electronic delivery of O&M binders for all new properties prior to turnover. Conducted inspections (and 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. Completed reporting and compliance requirements. Traveled to properties throughout GCHP portfolio geography.

Operations Manager; Louisiana Housing Corporation Housing Finance Supervisor

Daily supervision of the Permanent Support Housing (PSH)/Project Based Voucher (PBV) Program Operations and Inspections Depts. Trained/supervised 4 Housing Specialists (HS), 1 HQS Inspector, 1 Program Assistant (PA) to assure compliance with all HUD and LHA policies and procedures as well as Section 8 Management Assessment Program (SEMAP) performance expectations/indicators. Managed daily processing of new admissions applications, annual recertifications, interims, waiting listing applications and EOP (discharges). Guaranteed proper documentation was compiled on all tenants and applicants' income, assets, expenses and personally identifiable information (PII) to confirm household composition was completed to calculate Total Tenant Payment (TTP) on initially lease-up and notice of rents (NOR) on their annual recertification period. Performed 100% Quality Control (QC) on all HS files to confirm HAP/URP payments and household accuracy. Conducted reviews and performed corrective action on all 50058 PIC errors. Managed waiting list for 7 regions across the LA Gulf Coast (Go ZONE) to begin housing/ pre-tenancy efforts. Facilitated weekly Unit Availability List (UAL) Status Calls reporting current & projected lease-up efforts with Magellan Health Services and regional service providers. Assisted HS's, PA, service providers and owners in troubleshooting all tenant and owner related issues in compliance with Fair Housing policies and procedures. Supervised PA and HQS Inspector daily scheduling of all inspections, timely scheduled and executed within HUD compliance. Directed the Contract Administrator on executing new

Ingrid M. Jones

Quality Assurance/Quality Control Specialist



Operations Manager; Quadel Consulting Corporation

Managed the PSH/PBV Program as Subsidy Administrator. Supervised staff of Housing Specialists, HQS Inspector, Contract Administrator and a Program Assistant to assure compliance with all HUD and LHA policies and procedures as well as Section 8 Management Assessment Program (SEMAP) regulations. Processed New Admissions applications, Interims, and Annual Recertifications utilizing Enterprise Income Verification (EIV), third party verifications and all income/asset documentation to calculate TTP in accordance with initially and annual subsidy compliance. Troubleshoot and resolved 50058 PIC errors to guarantee accurate HAP/URP payments and household accuracy. Managed and produce timely waiting list for 7 regions across the LA Gulf Coast (Go ZONE) to begin housing/pre-tenancy efforts. Attended bi-weekly DHH/LHA/Magellan manager/directors conference calls. Conducted Unit Availability List (UAL) Status Calls reporting current and projected lease-up efforts. Assisted team in troubleshooting all tenant and owner related issues in compliance with Fair Housing policies and procedures. Supervised HQS Inspector's daily scheduling of Initial, Annual, Special and Emergency inspections, guaranteeing timely scheduling and executing within HUD compliance. Supervised Contract Administrator in completing new owner HAP contract and soliciting new owners to participate in the PSH/PBV program.

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	6 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs	✓
OR Demonstrated Expertise in Other Programs That Support Eligibility Determination of Housing Programs	✓
Grantees worked with	NCORR, Texas

Bio Overview

Ms. Richardson possesses over 14 years working exclusively with Disaster Recovery Programs, in which 6 years she worked as an Auditor (QA/QC Compliance Monitor) for the Texas General Land Office (GLO). Ms. Richardson's experience as an auditor for the GLO includes the developing, implementing, and monitoring of compliance policies and procedures, risk assessments, checklists and templates for both housing and infrastructure programs. She provided technical assistance and training to subrecipients and conducted numerous monitoring visits in addition to preparing and responding to HUD and HUD OIG audits. Ms. Richardson's work ethic is remarkable. She listens and respects the client's needs and pays attention to detail. She completes assignments in a timely manner with pride and commitment.

Project Experience

Texas General Land Office

Transitioning from Grant Manager to QA/QC Compliance Monitor afforded Ms. Richardson the opportunity to provide transparent monitoring responses and technical assistance to subrecipients. With her prior knowledge and experience as a grant manager with Texas Department of Housing and Community Affairs (THDCA), she was able to provide the QA/QC Compliance Division with innovative ideas and techniques to effectively and efficiently monitor program areas such as Duplication of Benefits, Program Eligibility, Environmental, Acquisition.



Education

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



Certifications

- Letter of Recognition - Commissioner - Texas Department of State Health Services
- Certification of Appreciation - FEMA/Texas Department of Emergency Management
- Certification of Appreciation - Commissioner - Texas Department of State Health



Skills

- HUD CDBG Training for Practitioners
- HUD Environmental Review Training
- FEMA Incident Command Training (IS-00700, IS-00100.HC, IS-00200.HC)
- HUD Section 3 Training
- HUD Income Eligibility Training
- HUD Labor Standards (Davis Bacon) Training
- FEMA Duplication of Benefits Training
- HUD 811 Housing Assistance Program Training

Melva Richardson

Quality Assurance/Quality Control Specialist



Texas P.R.I.D.E. Crisis Counseling Program

Prior to working with the Texas Disaster Housing Recovery Programs, Ms. Richardson was an integral part of the federally funded, state administered Texas P.R.I.D.E Crisis Counseling Programs for 8 years. Ms. Richardson served as the CCP Program Manager and led disaster programs all over Texas from 2003 through 2010. Additionally, she was responsible for ensuring compliance throughout all program levels. Ms. Richardson worked her way up to Program Specialist IV (Program Manager) from Program Specialist I within 2 short years of being with the agency.

Employment History

MPACT; QA/QC Specialist; 2020-Present

Develop monitoring plan. Conduct risk assessments. Draft monitoring reports with detailed Findings and Concerns. Monitor NCORR's programs and subrecipients for compliance according to NCORR's policies and procedures, NC state law, and HUD and cross-cutting Federal regulations. Conduct on-site monitoring visits with the State's subrecipients for all procurement, financial, construction and other activity. Check for quality and compliance all the products completed by the State's prime contracting firms, the Construction Management firm, or the firms procured by subrecipients, including awards, environmental reviews, damage inspections, and all other outputs as requested. Monitor and track all changes to NCORR's policies and procedures, Action Plans, manuals and checking all policy changes for State and Federal regulations compliance. Provide Technical Assistance to subrecipients. Interface with NCORR's internal training team to describe all changes made to policies and procedures. Providing training to state, contract, or local staff.

Pedcor Management; Compliance and Property Manager; 2016 - 2020

Conducted all 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. Prepare files for TDHCA and HUD monitoring visits. Conducted inspection of common areas and buildings to monitor the appearance, cleanliness, maintenance, and safety of the property. Provided oversight of property files and applicant eligibility screening, annual certifications, and staff performance management, discipline, time keeping, and payroll.

Texas General Land Office (GLO); Auditor IV-QA/QC Specialist; 2011 - 2016

Performed highly 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 required relations and laws. Examined, investigated, and reviewed internal and stakeholder records, reports, financial statements, and management practices to ensure compliance with local, state, and federal statutes and internal regulations. Conducted audits for program efficiency and effectiveness. Prepared audit and investigation reports. Collected and submitted data for Legislative Budget Board (LBB) report on behalf of the Disaster Recovery Program. Conducted desk reviews and on-site monitoring/auditing visits. Developed monitoring tools and procedures for implementing auditing and/or monitoring tasks. Provided technical assistance and training to program and subrecipient staff to ensure program and project compliance.

Melva Richardson

Quality Assurance/Quality Control Specialist



Texas Department of Housing and Community Affairs; Performance Specialist (Grant Manager); 2010 - 2011

Performed advanced (senior level) consultative 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 policies and procedures for housing subrecipients. Provided technical assistance and training to program staff and subrecipients. Monitored the performance of subrecipients by tracking progress towards benchmarks, adherence to established guidelines, and compliance 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. Correspond in writing and verbally with subrecipients and other governmental entities. Conducted desk reviews and provided technical assistance as needed. Knowledge of HUD Chapter 5 Income Eligibility, CDBG, Fair Housing, and Section 3.

Texas Department of State Health Services (DSHS); Program Specialist VI (Program Manager); 2002 - 2010

Worked closely with various local, state, and federal agencies to facilitate the development, management, and monitoring of crisis response programs. Performed technical and complex data gathering and reporting for the FEMA Disaster Recovery Crisis Counseling Program (CCP) grant. Managed both program and fiscal records. Provided daily monitoring and technical guidance to local subrecipients. Wrote, managed, and administered grant processes. Assisted CCP staff in the development and dissemination of program guidelines, procedures, policies, rules, and regulations. Worked 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; closely monitored program spending; prepared, proofread and edited federal reports and special program publications; conducted special investigations, program analyses, and research studies.



Years of Experience: 20

Areas of Expertise

- Disaster Recovery
- CDBG-DR Program Management/Legal Experience
- Contract Development
- Contract 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 School of Business Administration, Los Angeles, CA

John C. Groom, Sr., Esq.

Quality Assurance/Quality Control Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	4 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs including Buyout, Small Rental Repair, and Multi-Family New Construction	✓
OR Demonstrated Expertise in Other Programs that Support Eligibility Determination of Housing Programs, including Infrastructure, Economic Development, Environmental Review, Damage Assessments, and Site-Specific Environmental Reviews	✓
Grantees worked with	NCORR, New York, Florida, Mississippi, Texas, Illinois

Bio Highlights

- 20 years of extensive disaster assistance and recovery experience** in all Stafford Act programs, particularly CDBG-DR housing repair, rehabilitation, and replacement.
- 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**, where he prepared formal appeals and secured agency funding totaling over \$20 million via settlement or appeal.



Certifications

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

Training

- Basically CDBG & Disaster Recovery, 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

Quality Assurance/Quality Control Specialist, North Carolina Office of Recovery and Resiliency (NCORR) - CDBG-DR Recovery Programs—Stafford Act and Disaster Recovery Services, Raleigh, NC February 2020–Present

- Serves as a consultant to NCORR for Hurricanes Matthew and Florence.
- Provides Quality Assurance and Quality Control (QA/QC) and Compliance Monitoring to NCORR internal divisions including single-family housing, buyout, TRA, infrastructure, small rental property, and public housing
- Performs contract, regulatory, and programmatic compliance reviews, and provides project monitoring for Subrecipients throughout the State of North Carolina

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

- Serves as a consultant to NY GOSR for Hurricanes Sandy and Irene, and Tropical Storm Lee.
- Provides project management oversight to 25 local governments in the southern tier of New York State.
- Performs contract, regulatory, and programmatic compliance reviews, and provides project monitoring for 52 projects valued at over \$125 million.
- Drafts contract and program documents, approves project payments, and processes project invoices.

Appeals Analyst, FEMA Region IV, Recovery Division—FEMA, 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, and 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 implications 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 \$7M 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 State of New York 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 US Code; and served as the operational and budgetary authority for 30 employees.
- Provided contract/statutory compliance services to an insurance risk consortium including seven school districts, three municipal governments, and three county governments.

Assistant Director, Department of Crime Control and Public Safety, North Carolina Redevelopment Center—Raleigh, NC, 2005–2006

- Tasked with administration of over \$800 million of state disaster recovery funding in the aftermath of Hurricane Floyd, and also 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, NC Division of Emergency Management, HMGP & PA Sections, NC Department of Crime Control and Public Safety—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 to execute 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 dollars 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 Division of Emergency Management, PA Section, NC Department of Crime Control and Public Safety—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 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, via settlement or appeal, agency funding totaling over \$20 million.
- Reviewed sole source contracts and maintained the appeals ledger to track the stages of pending appeals.

Associate Attorney—Adler, Kaplan & Begy, Chicago, IL, 1991–1993

- Consulted with multiple grantees and organizations to provide expert advice on the management of state/federal programs. Clients include the State of Texas and multiple cities including Fort Worth, Tyler, Galveston, Allen, Rowlett, Marshall, and Flower Mound.



Years of Experience: 25

Areas of Expertise

- Quality Assurance/Quality Control
- Policies and Procedures
- HUD CDBG-DR
- Disaster Housing
- Case Management
- Uniform and Temporary Relocation Assistance

Education

- B.S., Business Administration/Management, Limestone College, Gaffney, South Carolina, 1996

Vickie M. Wise

Quality Assurance/Quality Control Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	3 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs	✓
OR Demonstrated Expertise in Other Programs That Support Eligibility Determination of Housing Programs	✓
Grantees worked with	Richland County (SC), City of Columbia (SC)

Bio Highlights

- Has provided QA/QC to nearly 1,000 homeowner files to ensure compliance with HUD guidelines.
- Expertise in developing and revising housing recovery program policies and procedures based on business requirements and ensuring compliance with HUD's guidelines and regulations
- Over 25 years of analyzing and interpreting written statutes and regulations for various programs and recommending changes to policies and procedures to ensure compliance with standards, business practices, federal and/or state laws and regulations.

Relevant Project Experience

Case Manager, City of Columbia, SC, Hurricane Joaquin Disaster—Landmark Consulting LLC, Columbia, SC, October 2019–April 2020

- Provided direct disaster recovery client case management services such as rapport building, assessment and eligibility determination.
- Provided disaster recovery information and referral, advocacy, and case monitoring.
- Maintained accurate and timely documentation in client files in compliance with agency's Action Plan, policies and



Awards

- South Carolina Department of Public Safety, Public Servant of the Year, 2016
- Stevenson Correctional Institution, Employee of the Month, May 1992

procedures, and other documents as required by HUD Guidelines and agency policy.

- Managed caseload intake/eligibility, reimbursement, and closing process for CDBG-DR housing programs.
- Ensured the proper security of client records and confidentiality in compliance with agency policies and procedures.
- Participated in continuous quality review of client records for compliance with HUD's Guidelines agency standards.
- Processed Uniform and Temporary Relocation Assistance for clients, if applicable.
- Collaborated with other non-profit organizations to coordinate client services, if applicable.
- Maintained client updates and record all communications in Quick Base.

Compliance Monitor, Richland County, SC, Hurricane Joaquin Disaster—Tetra Tech, Columbia, SC, December 2017–October 2019

- Provided technical assistance to CDBG-DR grantee in disaster recovery and related grant management systems where allocation funding was approximately \$32M and ensured the program was operating in compliance with all laws, regulations, and policies.
- Provided advice and guidance concerning the interpretation of policies, rules, and regulatory provisions to grantee, case managers, field staff, management, and others via oral communication and/or written correspondence.
- Managed the intake/eligibility, and closing process for CDBG-DR housing program consisting of low and moderate income individuals
- Identified a risk and solved the problem which resulted in saving the grantee's project over \$2 million dollars in relocation expenses.
- Managed case management team and the daily operations of the front office, providing day-to-day advice and guidance (generating reports, analyzing sample data, reviewing files and providing recommendations to improve data reports for management).
- Worked closely with the local Volunteer Organizations Active in Disasters (VOADs) ensuring that homeowners receive proper alternative services.
- Reviewed approximately 971 homeowner's files for compliance in accordance with HUD guidelines.



- Assisted case managers with maintaining grantee files in accordance with HUD requirements and maintaining such information via SharePoint database.
- Initiated, designed, compiled, and retrieved data used in statistical analysis and report information requested by senior level management in the following ways: coordinate with local agencies and non-profit groups for information regarding the same applicants, conduct eligibility calculations and duplication of benefit reviews, conduct quality assurance reviews of applicant files for eligibility, coordinate with staff to conduct required inspections of homes entering the CDBG-DR program, and coordinate with rehab and rebuild contractors regarding scheduling and site visits
- Reviewed property addresses for flood zone and hazard insurance for replacement cost.
- Developed and revised policies/procedures based on business requirements and ensuring compliance with HUD's guidelines and regulations
- Reviewed and executed closing documents such as promissory notes, mortgages ensuring compliance with policies and procedures
- Maintained applicant information, forms, and other data in SharePoint
- Reviewed/processed change orders and reconcile invoices
- Researched/investigated discrepancies with invoices
- Approved and processed temporary relocation applications and determine eligibility amount for low and moderate income individuals.
- Processed contracts to initiate repairs or rebuild of homes.

Accreditation Specialist, Cape Fox Integrators, Fort Jackson, SC, March 2017–November 2017

- Provided Family Program and Family Readiness staff clarity as it relates to accreditation. Maintained timeline of all commands in the accreditation process. Assisted the accreditation manager with implementing the accreditation process. Assisted the lead in advising Family Programs Director/Family Programs Coordinator through all phases of accreditation.
- Assisted in providing technical assistance, support, coordination and crosswalk of Army documents. Recommended, develop and provide accreditation documentation to be submitted to verify compliance with applicable standards. Ensured proper destruction of confidential documents, and in compliance with Personally Identifiable Information (PII) rules and regulations.



Accreditation Manager, South Carolina Department of Public Safety (OSAPI), Blythewood, SC, March 2013–February 2017

- Managed the agency's accreditation process and agency received its reaccreditation status. Provided assistance to department heads and the agency Director in planning and researching activities. Provided assistance to internal divisions in applying compliance to related documents and standards. Provided accreditation standards training to accreditation liaisons. Hired, trained, coached, counseled and evaluated performance of direct reports.
- Created and provide desk reference materials for assessors in auditing files. Completed gap analysis of the various departments within the agency. Assisted with audit coordination/responses performed by the assessors. Maintained/tracked approximately 100 policies and procedures in PowerDMS management system. Managed accreditation assessment in SharePoint system. Conducted research and executed numerous reports for management. Analyze and interpret written statutes and regulations
- Established gap analysis for the agency. Identified and assisted in avoiding/mitigating/managing compliance risks. Analyzed data for studies and reports and make recommendations/suggestions based on findings. Recommended changes to policies & procedures ensuring compliance with standards, business practices, federal and/or state laws and regulations.

Policy Analyst, South Carolina Department of Motor Vehicles, Blythewood, SC, June 2005–March 2013

- Served as project manager for special projects and negotiated with vendors on material costs.
- Developed and revised agency policies and procedures ensuring compliance with applicable federal regulations and state statutes. Maintained version control of all policies & procedures. Developed and revised forms to conform with policies and procedures in documenting operational practice. Managed Access database of 200 policies.

Accreditation Manager, South Carolina Department of Corrections, Stevenson Correctional Institution, Columbia, SC, October 1992-June 1994

- Managed the accreditation process ensuring compliance with standards to include healthcare standards (accomplished the institution receiving its initial accreditation status within six months as opposed to the one-year minimum requirement
- Conducted announced and impromptu quality assurance inspections and submitted reports of deficiencies. Developed and revised agency policies and procedures and forms to document operational practice. Conducted mocked audits.



Michael W. Cottingham

Quality Assurance/Quality Control Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	4 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs	✓
OR Demonstrated Expertise in Other Programs That Support Eligibility Determination of Housing Programs	✓
Grantees worked with	U.S. Virgin Islands, New York

Years of Experience: 15

Areas of Expertise

- CDBG-DR
- 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

- **Expertise in providing QA/QC to construction management projects.**
- **Recently served as an advisor to NY Governor's Office for Storm Recovery (GOSR)** on the \$1 billion New York Rising Housing Recovery Program.
- **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 Project Experience

QA/QC Lead, Virgin Islands Housing Finance Authority, EnVIsion Tomorrow—Armand Corporation, New York, NY, October 2019–April 2020

- Assisted in the development of program policies and procedures for the Virgin Islands Housing Finance Authority (VIHFA).
- Reviewed the damage inspections and prepare detailed scopes of work and cost estimates for each project.
- Assisted contractors with coordinating inspections, payments, and change order approvals, including to generate work scopes based off the field verification of remaining storm related damages.
- Reviewed contractors' requests and generate change orders for construction projects using Xactimate estimating software; negotiate scope and pricing for all requested contractor-submitted change orders; review with contractors any field notes and change order requests.
- Ensured continual quality assurance/quality control (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 scope of work issued in the estimate is performed in the field, and to a satisfactory quality.
- Provided daily and periodic communication/reports, to include homeowner construction files, inspection reports, to VIHFA/Case Manager program staff. Secure documentation of construction activity to allow an audit trail of all applicants through final inspection and closeout.

Construction Manager, New York Governor's Office of Storm Recovery (GOSR), New York Rising Housing Recovery Program—HGA, New York, NY, 2017–2019

- Served as HGA Construction Manager, managing all inspection-related elements for assigned rehabilitation, reconstruction, and elevation projects in the GOSR Construction Program using Xactimate.
- Reviewed and reconciles change orders resulting from a range of issues, from additional work required by building codes to complex structural issues involving foundations and elevation.
- Generated environmental bid estimates for lead-based paint and asbestos remediation work, and regularly coordinates with the State Historical Preservation Office to ensure that scopes of work for historical properties are in line with Section 106 requirements.

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

Relevant Employment History

Armand Corp, 2019-2020

HGA, 2017–2019

Worley Catastrophe Response, 2016–2017

Cunningham Lindsey, 2015–2016

Pilot Catastrophe, 2011–2014



Michael W. Cottingham, page 3

- Performed regular site visits for the Environmental Program and conducts pre-abatement walk-through inspections.
- Trained new and existing estimators in the use of Xactimate software.

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 and knowledge 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 ranging from fires, tornadoes, wind and hail, weight of snow and ice, ice damming, and water losses.
- Worked one-on-one with contractors, public adjusters, and policy holders 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.



Years of Experience: 30

Areas of Expertise

- HUD Community Development Block Grant (CDBG) Program Management
- HUD CDBG–Disaster Recovery (CDBG-DR) Program Management
- HUD CDBG-DR Financial Management
- HUD CDBG–Mitigation (CDBG-MIT) Program Management
- HOME (Home Investment Partnerships) Program Management
- Emergency Services Grant Program Management
- Economic Development
- NEPA Environmental Review
- Section 504/Americans with Disabilities Act (ADA)
- Uniform Relocation Act (URA)
- Lead-Based Paint Compliance
- Davis-Bacon Labor Compliance

David Bennett

Finance and Compliance SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience in CDBG-DR Financial Management	29 years
Experience Authoring CDBG-DR Financial Policies and Procedures	✓
Experience in Developing Accounting and Budgeting Plans and Processes	✓
Experience in Monitoring and Compliance	✓
Grantees worked with	NCORR, Virginia, Arlington County (VA), Fairfax County (VA), City of Falls Church (VA), New York, New York City, Montgomery County (MD)

Bio Highlights

- **Serves as a Program Manager and Subject Matter Expert in multiple HUD-funded programs.** Developed program manuals, processes for environmental reviews, consolidated plans, action plans Section 3 plans, and other templates used by HUD area offices as best practices for other recipient communities and states. Managed a large staff of professionals working within various programs of the CDBG-DR and CDBG-MIT spectrum.
- **Responsible for both programmatic and financial administration as a decades-long director of CDBG- and HOME-funded entitlement programs** employed directly by grantees. Translated these skills and experience into his work with client CDBG-DR and CDBG-MIT grantees.
- **Possesses decades of monitoring/forensic auditing experience** and providing capacity-building and technical assistance to grantees and subrecipients.
- **Speaks at national industry conferences on topics related to public housing, CDBG revolving loan funds,** disaster preparedness, disaster grant management, Section 3 utilization, and general programmatic compliance.
- **Oversaw programs that received “no findings”** or other concerns in HUD monitoring and audits.



Areas of Expertise (continued)

- Section 3 Economic Opportunities
- Section 106 Reviews
- Section 108 Loan Securitization Applications
- Loan Underwriting for Federally Funded Projects
- Public Housing and Housing Choice Voucher Program Administration
- Low-Income Housing Tax Credits (LIHTC)
- Section 202 and 236 Affordable Housing Program Implementation and Administration
- Financial and Programmatic Auditing of Federal Grant Subrecipients

Education

- M.S., Economics, George Mason University, Fairfax, VA, 1989
- 60 graduate hours, Wesley Theological Seminary, Washington, DC, 1991–1993
- B.A., Economics, University of Colorado, Boulder, CO, 1987
- B.A., German Language and Literature, University of Colorado, Boulder, CO, 1987

Relevant Project Experience

Program Manager, North Carolina Office of Recovery and Resiliency (NCORR)—HGA, Raleigh-Durham, NC; May 2019–present

- 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-centric and subrecipient-managed projects.
- Serves 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.
- Coordinates work between HGA embedded staff, North Carolina state employees, and other contract staff.

Senior Grant Manager, New York Rising Community Reconstruction—HGA, Rockland, Orange, Ulster, Schoharie, and Montgomery Counties, NY, October 2015–May 2019

- 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.
- Project timelines, expenditure deadlines, and fiscal constraints were successfully met.
- Substantially analyzed storm, economic, and demographic data to develop project applications for funding disaster-impacted communities.
- Provided technical assistance and training as subject matter expert to New York Governor's Office of Storm Recovery (GOSR) staff.
- 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, November 2013–October 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.



Certifications

- Housing Quality Standards (HUD HOS), 1995
- Public Housing Manager, 1996
- Certified HOME Program Specialist (HUD authorized to provide technical assistance to participating jurisdictions), 2009
- Various CDBG program course completion certificates

Professional Affiliations

- Housing and Nonprofit Developers (HAND), member
- National Association of County Community and Economic Development (NACCED), past committee member
- Arlington Alexandria Workforce Investment Board, Member Emeritus
- Loudoun County Workforce Investment Board, Member Emeritus
- Loudoun County Community Services Board, Member Emeritus

- Facilitated, spoke, 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, February 2008–November 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, August 2006–February 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, September 1993–August 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 and audited subrecipient contractors.
- Responsible for conservation area plans. Managed capital and community infrastructure rehabilitation and construction projects. Responsible for Section 108 Loan Securitization application submissions to HUD.
- HUD's audit had no findings in the program responsible areas.
- Two large-scale new multi-family construction projects for special needs populations in the County were brought online, three large-scale infrastructure projects were completed, and five communities continued to receive preservation assistance and planning review and support.



Years of Experience: 6

Areas of Expertise

- Disaster Housing
- Quality Assurance/Quality Control
- Development of policies and procedures for recovery programs
- HUD CDBG-DR
- Project Management

Education

- M.S., Finance and Economics, Webster University, Webster Groves, MO, 2011
- B.B.A., Operations Management, LeTourneau University, Longview, TX, 2006

Sergio Ramirez

Housing Programs SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in CDBG-DR Single-Family Program Policy Development and Implementation	8 years
Strong Writing, Communication, and Organizational Skills	✓
Substantial Knowledge of NCORR's Single-Family Housing Program	Comparable experience in single-family housing programs for New York City, Texas
Ability to Interpret Complex Regulations, Federal Register Notices, DOB Policy, and Make Policy and Program Recommendations to NCORR Staff	✓
Expertise in Data Analysis, Action Plan development, and HUD-Compliant Policy Generation	✓
Grantees worked with	New York City, Texas

Bio Highlights

- **Extensive housing construction experience for rehabilitation, reconstruction, elevation, and demolition.** Worked on six CDBG housing programs in eight years to include writing housing guidelines, designing housing homeowner applications, providing guidance for eligibility review, supporting documentation, and designing guidance.
- **Skilled in developing housing solutions and efficiencies,** including developing a construction monitoring and inspection process with a technology-based solution to assist inspectors and tie it back to the general contractor payments. Also helped accelerate payment process and guidance to help assist smaller builders, in addition to developing processes for change orders, closeouts, key turnover, and homeowner walk throughs.



- **Served as Director of Operations for the Housing Recovery Operations Division**, overseeing City of New York employees and consultants for the Hurricane Sandy CDBG-DR program.
- **CDBG-DR expertise in financial management and reporting** and providing software solutions for CDBG programs.
- **Participated in the development of action plans and action plan amendments** for New York City and the State of Texas.

Relevant Project Experience

Director of Operations, New York City Mayor's Office Housing Recovery Operations, Build-It-Back Program—KSB, NY, NY, 2016-2020

- Oversaw one of three DDC field operations. This included intake and eligibility, design consultations, homeowner services, construction, reporting, systems development and closeout.
- Served as Director of Operations for the Housing Recovery Operations Division, overseeing City of New York employees and consultants.
- Assisted with the development of action plans and action plan amendments.
- Led multiple initiatives that resulted in the successful completion of the reconstruction, rehabilitation and/or elevation of over 4,000 homes. Some of these initiatives were the doubling of the General Contractor base, reduction of the invoicing cycle time, development and implementation of a more efficient inspection process, strengthen working relationships with city agencies and utility companies, rolled out cross functional field teams to address design issues, change orders and homeowner complaints, and assisted in the creation of a centralized war room, which was responsible for program-wide coordination and immediate resolution to any issue. After 12 months the HRO program was doing so well that the city started to reassign jobs away from DDC to HRO. By mid-2019, the HRO Division had completed all original jobs and only had reassignments pending.
- Oversaw five infrastructure projects.

Executive Program Manager, Texas General Land Office, CDBG-DR Housing and Infrastructure—KSB, Austin, TX, 2012-2016

- Key member of the Texas GLO leadership team responsible consolidating three different CDGB-DR programs from two different agencies into one. Mapped out both programs,

evaluated the As-Is from intake to closeout, identified and removed waste, eliminated redundancies, and flattened fluctuations.

- Assisted with the development of action plans and action plan amendments.
- Appointed to lead the State's efforts in developing a grant management system. Designed a software solution around the new CDBG-DR program. Used Agile software development methodologies to identify program needs, focused on developing software modules to service those needs, and rolled out workable software every 30 days.
- Developed a cradle-to-grave grant management system on time and under budget. The result was a fully automated, workflows-based grant management system (GMS) which minimized human error and increased program velocity.
- Created CDBG-DR Business Intelligence (CDBG BI) software code. By combining the automation and CDBG BI, the GMS was able to minimize, and eventually, eliminate findings and concerns from HUD and 3rd party auditing firms and increased program velocity from beginning to end. One of the most amazing accomplishments of the GMS was a fully automated draw process (Invoicing) which reduced cycle time by 90%. It could handle multiple funding sources and manage data from line items in the scope of a house to the corresponding DRGR activity. It was also real time, data was being entered and updated by the scanning and OCRing of a document, an inspection of a house, an allocation of money at the grant level by the approval of a homeowner application.



Joshua Raiford

Housing Programs SME



Years of Experience: 6

Areas of Expertise

- Disaster Housing
- Policy and Procedure Development of for Recovery Programs
- HUD Community Development Block Grant Disaster Recovery (CDBG-DR)
- Project Management
- Construction Management
- Training
- Property Inspections
- Damage Assessment
- Xactimate
- Xactanalysis

Education

- B.B.A., Finance, Georgia Southern University, Statesboro, GA, 2007

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in CDBG-DR Single-Family Program Policy Development and Implementation	6 years
Strong Writing, Communication, and Organizational Skills	✓
Substantial Knowledge of NCORR's Single-Family Housing Program	Comparable experience in single-family housing programs for Florida, Louisiana, New York, New Jersey
Ability to Interpret Complex Regulations, Federal Register Notices, DOB Policy, and Make Policy and Program Recommendations to NCORR Staff	✓
Expertise in Data Analysis, Action Plan development, and HUD-Compliant Policy Generation	✓
Grantees worked with	Florida, Louisiana, New York, New Jersey

Bio Highlights

- In-depth understanding of HUD and HQS compliant processes**, exclusively supporting CDBG-DR programs since 2014.
- 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.
- Developed internal SOP documents for recovery programs**, including interpretation of existing program policies and Federal Register notices.



Certifications

- P&C Adjuster Licenses: Louisiana resident license; Georgia, Florida, and Texas non-resident licenses

- **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 Project Experience

CDBG-DR Assistant Program Manager, Florida Housing Finance Corporation, Hurricane Housing Recovery Program (HRRP) Program—CSRS Inc., Tallahassee, FL, March 2020–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.



Cesar Castro, MFA, MUP, MDes
PLANNING SME



NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience in CDBG-DR Program Policy and/or Implementation	3 years
Experience Drafting Original Action Plan Content	✓
Demonstrated Expertise in Data Analysis, Action Plan Development, and HUD--Compliant Policy Generation	✓
Demonstrated Expertise in Policy Generation or Implementation of CDBG-DR Single-Family Housing Programs, Infrastructure Programs, Buyout/Acquisition Programs	✓
Expertise in GIS and/or ArcGIS and Mapping Analysis	✓
Grantees worked with	California

QUALIFICATIONS

- Housing Policy and Planning
- Community development and revitalization
- Geospatial data analysis
- Community Engagement

EDUCATION AND TRAINING

- MDES, Risk and Resilience, 2018, Harvard University
- MUP, Urban Planning, 2017, Harvard University
- MFA, Creative Writing, 2007, NC State University
- BA, English, 2005, UNC Greensboro
- BA, Spanish, 2005, UNC Greensboro

Cesar is a creative urban planner, designer, geospatial data specialist, and community development professional with nearly 10 years of experience in public affairs, community engagement, project management, livelihood development, placemaking, and site planning. Prior to joining GCR, Cesar served as Senior Analyst with Cloudburst Group where he worked directly with HUD and in support of state and local government on various community development and grant management initiatives.

RELEVANT PROJECT EXPERIENCE

State of California Fair Housing Assessment (July 2019 –current)

Client: State of California

Description: GCR is developing a statewide Analysis of Impediments to Fair Housing that meets the Department of Housing and Urban Development’s Analysis of Impediments and exceeds the minimum requirements to incorporate the spirit of the Affirmatively Furthering Fair Housing rule and Assessment of Fair Housing. As the prime contractor on the project, GCR is leading the overall project management of the project across project, coordinating with the client team and the GCR team. Our role includes an assessment of the state’s entitlement programs, a review of state laws and regulations that impact fair housing and affordable housing opportunities,

and an analysis of current affordable housing conditions. The team is undertaking a robust engagement process, which includes a facilitation a stakeholder group, providing logistics for statewide community meetings, and interviews with key stakeholders throughout the State of California. In addition to the Fair Housing Assessment document, GCR is developing training materials for local jurisdictions to comply with fair housing legislation Assembly Bill No. 686, requiring all public agencies Affirmatively Further Fair Housing. The 2020 Fair Housing Assessment will provide a robust analysis of impediments to fair housing and strategies affirmatively further fair housing throughout the State of California, meeting all regulatory requirements.

Project Role: Cesar is leading the document development for the Analysis of Impediments to Fair Housing Choice and providing support for community outreach and stakeholder engagement.

California CDBG-Mitigation Action Plan (October 2019 – current)

Client: California Department of Housing and Community Development

Project Description: The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. The appropriation included \$88 million in funding for Mitigation activities. The State brought on GCR to provide full-scale pre-award support, including the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR is leading the effort to draft the State's CDBG-MIT Action Plan, which includes a disaster-wide data collection effort to assess mitigation needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process.

Role: Cesar served as a Senior Planner for this assignment. His responsibilities included supporting the mitigation needs assessment, data analysis, and GIS.

State of California CDBG-DR Action Plan and Technical Assistance (March 2018 – current)

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's now approved CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Cesar served as a Senior Planner for this assignment. He supported the development of the initial Action Plan Amendment to incorporate an additional allocation of DR funding

City of Greensboro Analysis of Impediments to Fair Housing Choice and Consolidated Plan (May 2019 – current)

Client: City of Greensboro

Description: GCR is developing Greensboro's 2019 Analysis of Impediments to Fair Housing Choice and Five-Year Consolidated Plan as part of the city's effort to spearhead the development of a long-term Affordable Housing Plan. GCR's role includes an analysis of current affordable housing conditions, a review of local laws and regulations impacting affordable housing opportunities, an assessment of the city's entitlement programs, full regulatory compliance, leading stakeholder and community engagement efforts, data collection and analysis, and overall project management. The 2019 Analysis of Impediments and Consolidated Plan will analyze the impact of

its entitlement programs at a citywide scale to effectively plan for potential affordable housing projects and funding allocations in the near future.

Project Role: Cesar is leading the analysis of current affordable housing conditions, local laws and regulations impacting affordable housing opportunities, and other demographic and stakeholder data.

RELEVANT PRIOR EXPERIENCE

Cloudburst Consulting Group

Description: Cesar led market analyses, needs assessments, and strategic plan development for HUD required documents including Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Action Plan, and Consolidated Annual Performance and Evaluation Report (CAPER) for state and local governments. He also led the design and production of new module to help HUD train affordable housing agencies on the ins-and-outs of the Uniform Relocation Act and updated version of HUD's Environmental Review Guide, formerly known as the "Greenbook."

Market Analysis and Comprehensive Plan, City of San Diego, Cesar led the efforts to research, analyze, and craft a market analysis for the City of San Diego and assist in the delivery of the city's Comprehensive Plan.

Affordable Housing and Needs Assessment, State of Kansas, Cesar coordinated research and analyzed current data and trends to draft an affordable housing needs assessment for the State of Kansas.

URA Module Design, HUD, Cesar led the design and production of new module to help HUD train affordable housing agencies on the ins-and-outs of the Uniform Relocation Act.



Beckie Northrop

Small Rental Repair SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in Design or Implementation of a Small Rental Program	20 years of comparable affordable housing experience, including affordable rentals
Substantial Knowledge of NCORR’s Small Rental Policies and Practices	Has been working with NCORR since December 2018; drafted many current NCORR Small Rental policies
Grantees worked with	NCORR, Louisiana, New York, New Jersey

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.
- **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).
- **Acted as start-up Program Director for the development and implementation of the Disaster Recovery Project-Based Voucher Program (PBV) Program** for disabled, at-risk homeless families across the Gulf region of Louisiana affected by Hurricane Katrina; this program was able to begin housing clients within 60 days.
- **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.

Relevant Project Experience

Buyout Specialist, North Carolina Office of Recovery and Resiliency (NCORR), ReBuild NC Program—HGA, Raleigh, NC, March 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 Hurricane Matthew.

Years of Experience: 30

Areas of Expertise

- Disaster Recovery
- HUD CDBG-DR
- Public Housing
- Housing Choice Voucher (HCV) and Project-Based Voucher (PBV) Programs
- Section 811 Project Rental Assistance Demonstration (S811 PRA)
- Rental Assistance Demonstration (RAD)
- HOPE VI Programs
- Strategic Planning
- Urban Planning and Community Development
- Project and Contract Management
- Program Development and Evaluation
- Real Estate Development and Financing (including tax credit, bond financing)
- Business System Improvement
- Budget Development and Project Financing



Education

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

- Developed a strategy paper outlining policy issues requiring resolution; intake and DOB 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); draft workflow process for the program, etc.

HUD Training Provider—RP Northrop Associates, Guam and Atlanta, GA, 2015–present

- 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 and are now better informed of HUD program requirements.

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 PH development experience have been hired and are receiving finance training. Board has been trained in repositioning options, including RAD and participating in peer-to-peer learning sessions. 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 Behavioral Healthcare, NC Transition to Community Living Voucher Program (TCLV)—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 potential impact 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.



- MCO was able to implement the TCLV program effectively from the beginning and had input into policy development 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” or other Medicaid assistance.
- Helped to design data collection instruments and site visit protocols.
- The report provided models of success to assist new grantees in program implementation. 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 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, expediter, project management, and alternate administrator services to more than 20 HOPE VI projects nationwide. Services includes grantsmanship, urban planning, project financial review and development, input on evidentiary documents, assisting with public participation efforts, and supportive service program development.
- 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 have led to increased employee adherence with program rules.
- Helped to perform file reviews to prepare for 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.
- 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 CDBG LIHTC-financed project financing. 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.



Years of Experience: 30

Areas of Expertise

- Disaster Recovery
- HUD Community Development Block Grant (CDBG) Program
- HUD HOME (Home Investment Partnerships) Program Management
- Florida State Housing Initiatives Partnership (SHIP) Program
- FEMA Hazard Mitigation Grant Program (HMGP)
- Program Administration
- Economic Development
- Urban Planning and Community Development
- Strategic Planning
- Low-Income Housing Tax Credits (LIHTC)
- Program Development and Evaluation
- Budget Development and Project Financing

Nancy Jewell

Affordable Housing SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience Designing or Implementing CDBG-DR Housing Programs	30 years of comparable experience designing or implementing housing programs for CDBG entitlement grants
Experience in CDBG-DR New Construction, Single-Family Programs, and Multi-Family Programs	30 years of comparable experience designing or implementing housing programs for CDBG entitlement grants
Experience in Housing Projects Funded with CDBG-DR/MIT Including LIHTC Projects	21 years of comparable experience designing or implementing housing programs for CDBG entitlement grants
Grantees worked with	Florida (Brevard County, Cities of Winter Haven, Port Orange, Kissimmee, Palm Bay)

Bio Highlights

- **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 from nearly unrecoverable non-compliance with HUD 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 from repayment of nearly \$3.5 million to HUD** through the detection of potentially devastating non-compliance with federal environmental review regulations and worked diligently to correct the issue and establish protocol to ensure future compliance.
- **Designed and implemented official policies for all housing assistance programs** to ensure continued compliance with all federal and state regulatory requirements.



Education

- B.S., Business Administration, Finance, University of Central Florida, Orlando, FL

Relevant Project Experience

Community Development Administrator, City of Palm Bay, HUD CDBG, HOME, NSP1-3, Florida SHIP, FEMA HMGP Program—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 all subrecipients.
- Prepared all required Environmental Review Records.
- Prepared annual SHIP Reports 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 Services funding; Public Facility Improvements (Parks, Fire Dept.); Local Government match for LIHTC affordable rental housing developments.

Community Development Coordinator, City of Kissimmee, HUD CDBG, HOME, and Florida State SHIP Programs—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 all subrecipients.
- Prepared all required Environmental Review Records.
- Prepared annual SHIP Reports and HUD CAPER reports.
- Utilized 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/redevelopment of affordable owner- and renter-occupied affordable housing; Local Government match for LIHTC affordable rental housing developments.



Senior Planner, City of Port Orange, HUD CDBG and Florida State SHIP Programs—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 all subrecipients.
- Prepared all required Environmental Review Records.
- Prepared annual SHIP Reports and HUD CAPER reports.
- Utilized 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; Local Government match for LIHTC affordable rental housing developments.

Director of Resource Development, Coalition for the Hungry and Homeless of Brevard, Nonprofit Affordable Housing Program—Rockledge, FL, 2006–2008

- Non-Profit affordable housing and homeless housing developer. Designated Community Housing Development Organization (CHDO). 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

- Non-Profit Low-Income Housing Tax Credit developer.
- Prepared proposals and secured local government and other source funding necessary to develop affordable rental housing.

Housing Programs Manager, Brevard County Board of County Commissioners, HUD HOME and Florida State SHIP Programs—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; new single-family and multi-family affordable housing development.



Community Development Manager, City of Winter Haven, HUD CDBG and Florida State SHIP Programs—Winter Haven, FL, 1999–2002

- Created HUD annual Action Plans.
- Created tri-annual State SHIP Local Housing Assistance Plan.
- Conducted all monitoring and evaluation of all subrecipients.
- Prepared all required Environmental Review Records.
- Prepared annual SHIP Reports and HUD CAPER reports.
- Utilized 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; Local Government match for LIHTC affordable rental housing developments.

Community Development Specialist, City of Palm Bay, HUD HOME and Florida State SHIP Programs—Palm Bay, FL, 1994–1999

- Administered and implemented: Owner-Occupied Housing Rehabilitation; First-Time Homebuyer Assistance, Rental Deposits Assistance; new single-family and multi-family affordable housing development.



Years of Experience: 20

Areas of Expertise

- Disaster Recovery
- Regulatory Compliance, Policy Applicability, and Monitoring
- Program Design, Management, and Implementation
- Data Analysis
- Grant Administration and Management
- Low/Mod/National Objective classification
- Technical Assistance and Training
- Labor, Civil Rights Compliance, and Monitoring (Davis-Bacon/Prevailing Wage, Section 3, MWBE/DBE, Fair Housing and Limited English Proficiency (LEP))
- HUD Best Practices
- Record Keeping and Reporting - DRGR
- HUD Environmental Review (Part 58) and NEPA Reviews

Christopher Posey

Construction Trades/Code Enforcement SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in the Development of CDBG-DR Programs Related to Housing or Construction Management	10 years
OR 3 Years of Direct Experience in Public Service Delivery Using CDBG-DR funds	5 years
OR 3 Years of Direct Experience Forming Agreements and Processes with Subrecipients and Managing Subrecipient Agreements	10 years
Grantees worked with	NCORR, New York, Cities of New York (NY), Louisville (KY), Cleveland (OH), New Orleans (LA)

Bio Highlights

- **Over ten years of direct experience managing disaster recovery operations and CDBG-DR projects** for state and local governments.
- **Expertise in construction and management and code enforcement.**
- **Managed over a half billion dollars in both FEMA HMGP and CDBG-DR grant funds** and provided grant administration and recovery efforts that required mobilization of large teams and personnel.
- **Managed multiple successful programs involving both housing and infrastructure CDBG and CDBG-DR programs for HUD**, including program administration, grants management, monitoring and compliance and capacity building with minimal findings or de-obligations.
- **Assisted the City of New York and New York State in drafting its disaster action plan based on unmet needs analyses**, including assisting in the classification of low-mod activities and projects that meet the HUD CDBG-DR



national objective as well as writing applicable waivers for some program activities and compliance manuals to administer close to \$5 billion in federal grant assistance.

Areas of Expertise (Continued)

- Procurement
- Section 108 Reviews
- Public Outreach
- Regulatory Compliance
- Financial Management
- Hazard Mitigation Grant Program (HMGP)
- Case Management
- Buyouts - voluntary and involuntary
- Pre and Post-Acquisition Values
- URA (where applicable)
- Duplication of Benefits (DOB)
- Individual Assistance (IA)
- Public Assistance (PA)

Education

- A.S., Business and Tool Engineering Technology, ITT Technical Institute,
- Organizational Management Program, Oakland City University

Certifications

- HOME Certification - HUD; CDBG; HOME; CDBG-DR Program Management, 2006
- FEMA HMGP Program – FEMA Emergency Management Training Institute

Relevant Project Experience

SME, USVI, BDO Operations (USVI/BDO), CDBG-DR SME, Consultant, U.S. Virgin Island Recovery Projects—Witt O'Brien, Houston, TX, January 2019–June 2019

- Assisted in drafting policies and procedures for housing programs, infrastructure and public services.
- Provided leadership across all procurements, including managing M/WBE participation and Section 3.
- Provided technical assistance and capacity building to subrecipients and subgrantees.
- Worked with USVI to provide technical assistance and training to staff on CDBG-DR guidelines and regulations.
- Assisted in drafting Civil Rights, Diversity, and Cross Cutting requirements, including Davis-Bacon and Fair Housing for grantee and subrecipients.

Grant Manager, New York Governor's Office of Storm Recovery (NY GOSR), City of New York Projects—HGA, New York City, NY, January 2017–February 2018

- Managed all project procurements for community reconstruction, infrastructure and public services.
- Provided leadership across all procurements, including managing M/WBE participation and Section 3.
- Provided technical assistance and capacity building.
- Worked with GOSR to initiate new applications for projects, amendments, process payments and draw requests.
- Assisted in managing subrecipients in relation and required reporting and compliance.
- Managed three of City's Public Services Construction Trades Program, worked with subrecipients, managed program, and developed policies and procedures.

Lead Consultant, New York State Home and Community Renewal (NYSHCR), Section 3 Plan Implementation—MPACT Consulting (MPACT), New York, NY, August 2016–December 2016

- Led the agency's effort to revamp its statewide Section 3 Program, including employment and economic opportunities for low and very low-income persons in conjunction with the agency's \$50 million HUD allocation of housing and community development assistance.
- Drafted Section 3 policy and procedures.



Christopher Posey, page 3

- Provided technical assistance and training to the state agency internal staff and over 1500 subrecipients, developers, contractors, subcontractors, and non-profits, including faith-based organizations.

Lead Consultant, NY GOSR, Monitoring and Compliance—MPACT, New York, NY, August 2014 –December 2016

- Developed both program and monitoring policies and procedures, including the applicability of policy concerning Section 3, Davis-Bacon (State and Federal Prevailing Wage), Fair Housing, procurement, and other civil rights compliance regulations across all programs including housing, economic development and small business, infrastructure and community reconstruction.
- Developed monitoring and compliance implementation plan as well as strategy to monitor subrecipients, including local governments and municipalities on disaster recovery projects, including infrastructure and community reconstruction.
- Assisted the GOSR in policy interpretation and applicability analysis of all HUD regulations.
- Provided technical assistance and training to GOSR staff, sub consultants, subrecipients and other contractors on various HUD regulations and program components concerning policy and the applicability of policy.
- Responsibilities include conducting audit and monitoring on site visits (both programmatic and financial management) of subrecipients and writing monitoring reports, including policy findings and concerns along with programmatic recommendations for bringing programs into compliance with HUD regulations and State of NY policies.

Lead Consultant, New York City Office of Management and Budget (OMB), Action & Implementation Plan—Hagerty Consulting, New York City, NY, December 2013 –May 2014

- Assisted in managing the initial response to the Superstorm Sandy Federal Register Notice.
- Led the City of New York OMB Office in drafting the initial disaster action plan outlining the utilization of more than \$1.2 billion in HUD CDBG-DR funding for both housing and infrastructure programs.
- Worked with the OMB to identify the 50% low-mod definition for projects, including those projects to meet the national objective.
- Assisted and advised the OMB staff of language for Waiver requests, including policy for waste, fraud, and abuse.
- Drafted the entire Action Plan, including Waivers and served as a liaison between HUD technical assistance team and the OMB staff.



Christopher Posey, page 4

- Worked with multiple interagency and city departments, including but not limited to Housing and Revitalization, Housing Authority and Transit Authority to properly classify projects and meet the national objective.
- Successfully completed the action plan with approved waivers in the initial 120-day period.

Lead Consultant, City of New Orleans (CNO), Grants Management—Hagerty Consulting, New Orleans, LA, August 2010—March 2012

- Provided CDBG-DR program administration, grants and database management, monitoring and compliance and technical assistance to CNO staff and sub grantees as well as sub recipients for both housing and infrastructure programs, including infrastructure and capital projects.
- Worked as State liaison in resolving audit issues and monitoring concerns.
- Assisted CNO in identifying and prioritizing projects and providing guidance on HUD CDBG-DR regulations and reporting requirements.
- Managed a team of consultants and CPA accounting team in performing on site monitoring, desk reviews, and invoice verification.
- Developed policy and procedure manuals for both housing and infrastructure programs, including compliance documents and recordkeeping protocol according to HUD regulations.
- Managed infrastructure project's contract amendments, invoice disputes, change orders, submitting draft grant agreements to OCD-DRU, including the cost allocation plans and budgets.
- Supported CNO in updating other city officials, including the city council on program updates.

SME CDBG-DR, Consultant, Louisiana Office of Community Development-Disaster Recovery Unit (OCD-DRU), Terrebonne Parish CDBG-DR Buyout Program, Hurricanes Gustav and Ike—SAIC, Maitland, FL, April 2012—September 2013

- Assisted the Parish in administering the eight-step NEPA Review Process for all properties, including pre appraisal reviews and in conducting a procurement and pre bid process lead abatement testing.
- Managed all notices for NEPA Reviews as well as letters being sent to residents for buyouts.
- Assisted the Parish in grants and program management, financial management, monitoring and compliance.



- Managed consultant team to provide input to targeted outreach, intake, and eligibility verification for buyout candidates. Assisted the Parish in drafting their compliance and policy and procedure manuals as well as their Section 3 and Fair Housing Plans.

SME, CDBG-DR, City of Galveston, CDBG-DR Program—SAIC, Galveston, TX, April 2012–September 2013

- Served as one of the lead consultants for the City award of infrastructure projects to provide ongoing grant and program management, record keeping and documentation management, NEPA reviews, compliance, cost allocation, reporting, desk reviews and monitoring.
- Provided project management oversight for a staff of consultants that worked directly with public works to assist them in bidding and procuring contractors for street and road projects, water and sewer construction, pump station reconstruction and invoice and draw request review.
- Worked directly with the State of Texas General Land Office (GLO) to assure City programs met their guidelines as well as the federal HUD program regulations.

Managing Partner, Kentucky U.S. Department of Housing & Urban Development, CDBG Entitlement Program (CDBG), Multiple US locations—Urban Development Enterprise Group, Louisville, KY, March 2001–December 2009

- Provided technical assistance to the City community and economic development department and the sub recipients who were awarded CDBG and HOME funding for both housing and infrastructure projects.
- Served as a liaison to complete grant agreements, project budgets, construction procurement, draw request and invoicing for disbursement, city auditing and monitoring reviews, including from HUD and worked with nonprofits in drafting responses to both ConPlan and Action Plans.
- Worked with the City on one of its very first pre-development loans for nonprofits in structuring and writing the language in accordance with HUD regulations. Provided oversight and technical assistance to both nonprofits as subrecipients and for-profit contractors in HUD CDBG program guidelines.
- Key program initiatives included technical assistance, monitoring, budgeting, construction management, reviewing applicable Universal Design building codes for housing programs, low/mod income eligibility and determination, pre-development activities, Section 108 review, NEPA assistance and leveraging other funding sources such as historic, housing and new market tax credits, NSP, tax-exempt bond financing, tax increment financing and other local, state and federal grant programs.



NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience Providing Environmental Review Subject Matter Expertise	10 years
Experience Authoring or Reviewing Tier 1 ERRs	✓
Experience Authoring or Reviewing Tier 2 ERRs	✓
Grantees worked with	NCORR, Texas, New York



Education

- Holy Cross College, Notre Dame, Indiana; Major: Theology/Philosophy
- St. Edward's University, Austin, Texas; Major: Human Services
- Austin Community College, Austin, Texas; Major: Applied Science

Bio Overview

Gilbert Martinez is a qualified Emergency Management and Project Management professional, with extensive experience in CDBG-DR Grant Program Administration, FEMA Individual Assistance and Public Assistance programs. Mr. Martinez also has significant experience in NEPA Environmental compliance requirements for HUD and FEMA EHP.

Project Experience

Senior Manager, MPACT Strategic Consulting LLC, Houston, Texas 2016- Current

Currently manages the State of North Carolina's HUD Part 58 Environmental compliance oversight of Single-family (Tier I & Tier II ERRs), Multifamily, and Infrastructure activities in response to Hurricanes Matthew and Florence, including CDBG-MIT planning. Coordinates NEPA Review activities for various housing and infrastructure activities funded by both FEMA and HUD and serves as a subject matter expert for State staff, joint-stakeholders, and contractors/consultants. Has served as Senior Level Analyst for the PREPS program, a FEMA Public Assistance-funded program aimed at helping homeowners with essential repairs from Hurricane Harvey damages. Reviewed Change Orders and Requisition requests for the City of New York's Build It Back Single-Family Housing Disaster Recovery Program for Superstorm Sandy. Develops Unmet Needs Assessments for post-disaster events. Coordinates with local municipalities (i.e. cities, counties, Councils of Government, community development corporations), various state agencies (e.g. GLO, TDHCA, THC, TCEQ, TDA, TDI, etc.), and multiple federal regulatory entities (USFWS, USACE, FEMA, NOAA-USMFS, ACHP, FHWA, etc.) to ensure compliance and coordination amongst multiple stakeholders dealing with federal and state grant programs.



Certifications

- Certified Floodplain Manager, 2013
- FEMA IS-00253.a - Overview of FEMA EHP Review Responsibilities
- HUD Region IV & VI Environmental Training
- National Incident Management System - ICS certification, 2005
- TxDOT NEPA Environmental /Transportation Decision Making Class, 2017

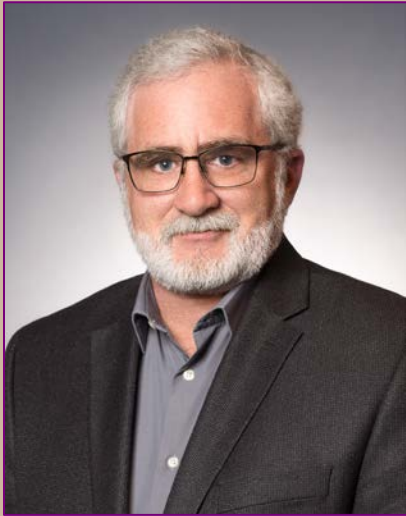
Texas General Land Office (GLO), Austin, Texas Senior Environmental Advisor III | Sep 01, 2011 - Jun 30, 2015
Responsible for the management of environmental compliance for a \$3.1 billion Long-Term Disaster Recovery Project that supports housing and infrastructure restoration. Duties include environmental oversight of state-contracted environmental consulting firms, service providers, and state staff; serving as a subject matter expert for environmental compliance; conducting environmental compliance training; consulting with Councils of Government (COGs), units of local government, nonprofit and for-profit organizations, as well as other federal agencies. Resolves environmental issues, provides technical assistance and identifies training needs for both internal staff and external customers. Monitors environmental processes for compliance with the Code of Federal Regulations. Accurately reviews environmental project descriptions, classifications and documentation for multiple housing and infrastructure activities, as well as environmental assessment compliance for HUD funded activities, including: Endangered Species Act, National Historic Preservation Act, Clean Air Act, Clean Water Act, Coastal Barrier Resources Act, Solid Waste Disposal Act, and Executive Orders 11988 (Floodplains), 11990 (Wetlands) and 12898 (Environmental Justice). Maintains Environmental Review Records for multiple program contracts and ensures quality assurance is met. Recommends changes and modifications to environmental review documents as necessary. Develops planning procedures for implementation, administration, and evaluation for Disaster Recovery Programs, with respect to NEPA compliance and HUD federal environmental regulations. Complies with all applicable security and safety rules, regulations, and standards. Holds a nationally accredited Certified Floodplain Manager certificate that assists in the implementation of Executive Order 11988.

Texas Department of Housing & Community Affairs (TDHCA), Austin, Texas Environmental Specialist III | Dec 01, 2008 - Aug 31, 2011

Consults with Councils of Government (COGs), nonprofit and for-profit organizations, as well as other federal, state and local entities involved in TDHCA state and federally-funded programs. Resolves environmental issues, provides technical assistance and identifies training needs. Monitors environmental clearance process for regulatory compliance. Accurately reviews environmental project descriptions, classifications, and support documentation as well as environmental assessment compliance for HUD funded activities including, but not limited to, the Endangered Species Act, National Historic Preservation Act, Clean Air Act, Clean Water Act, Coastal Barrier Resources Act, Solid Waste Disposal Act and Executive Orders 11988 (Floodplains), 11990 (Wetlands) and 12898 (Environmental Justice). Identifies the need for environmental training and technical assistance for contract administrators assisting in compliance of environmental policies and regulations. Maintains Master Environmental Review Records for multiple program contracts and ensures quality assurance is met. Recommends updates, changes, and modifications to environmental review documents as necessary. Develops planning procedures for implementation, administration, and evaluation from Hurricane Rita issues in relation to Hurricanes Dolly and Ike Disaster Recovery Programs. Complies with all applicable security and safety rules, regulations, and standards. Fully knowledgeable of Fraud, Waste and Abuse Prevention and Detection Program and its affect in individual program areas; this includes performing risk assessments of business processes and identifying communicating control processes and steps to mitigate unacceptable risks.

Goodwill Temporary Services/TDHCA, Austin, Texas Administrative Tech IV | Jul 01, 2008 - Nov 30, 2008

Maintains Master Environmental Review Records for CDBG Housing Contracts, in accordance with State and Federal guidelines. Maintains an environmental tracking system. Evaluates and conducts critical environmental reviews of demolition, rehabilitation, and reconstruction site proposals. Conducts floodplain mapping using FEMA GIS and FEMA Map Service Center. Provides technical assistance for environmental issues to local governmental entities including Councils of Government, cities, counties, non-profit/for-profit organizations, and developers. Monitors environmental clearance process for NEPA compliance of federally-funded programs (e.g. HOME, Neighborhood Stabilization Program, Disaster Recovery, Office of Colonia Initiative Programs).



Years of Experience: 18

Areas of Expertise

- Disaster Recovery
- HUD Community Development Block Grant (CDBG) Program
- HUD Community Development Block Grant–Disaster Recovery (CDBG-DR)
- FEMA Hazard Mitigation Grant Program (HMGP)
- FEMA Public Assistance (PA)
- State Historic Preservation Office (SHPO)
- Low-Income Housing Tax Credit (LIHTC) Program
- Economic Revitalization and Development
- Stormwater Mitigation
- Hydrological & Hydraulic Reporting
- Program/Project Management
- Contract Administration
- Financial Management

Bill Blankenship, CFM

CDBG-DR Infrastructure Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in Providing Infrastructure Subject Matter Expertise	9 years
Experience Authoring CDBG-DR Infrastructure Policies and/or Implementing CDBG-DR Infrastructure Programs	✓
Grantees worked with	State of Louisiana, State of New York, and counties/parishes in Georgia, Louisiana, and South Carolina

Bio Highlights

- **Brought 50 of 70 infrastructure projects** to fruition from development to construction in 2017–2019.
- **Developed and constructed projects that significantly increased the rate of economic revitalization**, creating jobs and opportunities in economically depressed areas.
- **Worked with engineers to develop creative and feasible solutions** for mountainside stormwater infrastructure treatments.
- **Developed projects that doubled-treated water capacity** after storm events, allowing treatment plants to remain online and reducing dependence on outside sources.

Relevant Project Experience

Senior Grant Manager, New York Governor’s Office of Storm Recovery (GOSR), New York Rising Community Reconstruction Program—HGA, Kingston, NY, July 2014–Present

- Provides grant management services to 16 Catskills Mountains and two Mohawk Valley communities affected by Hurricanes Irene and Sandy and Tropical Storm Lee.
- Developed nearly 70 eligible projects across two upstate NY regions, covering five counties and \$45 million in HUD-funded projects.



Education

- B.A., History, Kennesaw State University, Kennesaw, GA, 2000

Certifications

- Certified Floodplain Manager, FEMA, 2011
- Public Historian, Economic Development, University of Georgia, 2001
- Public Historian, Public Administration, University of Georgia, 2001

Training

- Floodplain Management, Continuing, 2011–present

- Coordinated 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 management procedures, procurement guidance, and core documentation.
- Assists in 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.

Grant Manager, Louisiana Office of Community Development (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.
- 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 in 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, 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.



Bill Blankenship, page 3

- 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, 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.



Andrew Petrillo
REPORTING SPECIALIST



NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience Providing Reporting or Business Analytics Solutions to a CDBG-DR Grantee	5 years
Experience Using Salesforce, GIS, and Other Industry-Standard Reporting Tools	✓
Grantees worked with	NCORR, Louisiana, New York City

QUALIFICATIONS

- Over 20 years of experience as a professional software developer
- More than four years of experience designing software to manage FEMA and HUD recovery programs
- Experienced in Web, Client Side, Service Oriented and Mobile development
- Expert using the latest methodologies, API Utilization and 3rd party library integration
- Experience with full software development lifecycle

PROGRAMMING LANGUAGES/ PLATFORMS

C#, JAVA, Android, ASP, MVC, JSON, JQuery, JSP, Servlets, HTML, WPF, WCF, Silverlight, Linq, CSS, JavaScript, Classic ASP, SQL, CSS, XML, XAML, XSL, UML

SOFTWARE

Visual Studio 2008-15, Eclipse, Team Foundation Server (TFS), SQL Server, BizTalk Enterprise, Sitecore, GIT, Photoshop, Expression Studio, Illustrator, Dreamweaver, Premiere, MSOffice

ENVIRONMENTS

Windows, MAC OS, Ubuntu

Drew Petrillo is a skilled Web and Application Developer with over 20 years of experience developing Web, Client Side, Service Oriented and Mobile applications using the latest methodologies, API Utilization, and third-party library integration. He brings more than four years of experience developing applications to support disaster recovery efforts in New York and Louisiana.

Drew understands complex design concepts and model applications that both satisfy the user’s point of view and meet requirement goals. Drew possesses hands-on experience with full software life cycle design and development and is proficient working with Scrum, Agile, and various source control technologies, including TFS and Git. Drew has in-depth knowledge of various databases, including SQL Server, Custom DAO implementations, Stored Procedures, Triggers, Object Databases, and Entity Framework. He also has advanced experience with UI/UX and Proper Application Security Implementations.

RELEVANT PROJECT EXPERIENCE

North Carolina Office of Recovery and Resiliency (NCORR) Staff Augmentation HUD CDBG-DR/MIT—HGA, Raleigh, North Carolina (November 2019 - Present)

Client: State of North Carolina

Description: As a subcontractor to Hunt, Guillot & Associates, GCR has provided key personnel to NCORR in the areas of planning and program support, quality assurance/quality control, and custom web portal development. In our role as planning and program support subject matter experts and QA/QC specialists, we have worked closely with NCORR staff as key advisors on operational efficiency, policy matters, and regulatory compliance. In the capacity of a software developer, we

have led the development of the North Carolina Accountability Dashboard, NCORR's web-based ESRI-built public portal, built in coordination with the North Carolina Government Data Analytics Center (GDAC) and the North Carolina Department of Information Technology (DIT).

Project Role: Andrew has served as the project manager for the development of the Accountability Dashboard. He helped define the workflow of the Phase 1 web portal; he defined the available fields for each source, along with how each data source should be aggregated, trimmed for personally identifiable information (PII) elements, and shared with the team using various charts and maps; he created a schedule of data set releases to GDAC to help them forecast when the portal would have these available sets of data to report on and display; he helped define the design of the portal, select which user interface (UI) and user experience (UX) features make the most sense to the end user, and define the frequency for refreshing the data; and he has also worked to define how the data should be quality control tested and documented.

RELEVANT PRIOR EXPERIENCE

The LiRo Group, Syosset, NY (2015 – October 2019)

Role/Responsibilities: Drew served as Director of Business Solutions. He was responsible for all software requirements and challenges at the firm and supported both the internal needs and needs of clients and field projects. He managed a Development Team and architecture of various projects throughout the organization and supported the needs of other technology teams in the organization by helping cross train and implement best practices for development of modern web and mobile applications to support LiRo's BIM and Virtual Design department.

Project: New York City Build It Back Program

Role/Responsibilities: Drew designed and developed an application supporting New York City's HUD CDBG-DR funded Build It Back Program. This application supported the internal users, vendors (architects, surveyors, cost estimators and environmental professionals), and general contractors. Features included secure document management, change order and RFI management, appointment scheduling for services, work order creation, cost tracking per home, activity logs, delay analysis. In addition, the application was fully integrated with a mobile application for performing milestone construction inspections on the field. Vendor Portals were also created for general contractors and architects to upload important documents to the QA/QC area for internal review. Workflows were created to control the flow of data from Non LiRo workers to ensure the quality of data into the system. A robust reporting system provided the ability to track regulatory closeout and the hundreds of data points associated with each home in the program.

Drew also developed a workforce tracker web application for recording on site work by LiRo's Subcontractors. The application allowed the user to capture the onsite daily activity log, sign in sheets, and photos for onsite work observed by the field inspector, enabling a check and balance labor costs and progress tracking and assuring compliance with permitting during the construction process. Field reports would sync and integrate with the main application that managed the program. Reports were also created to track work activity, overtime, and progress for each project.

Project: LA Governor's Office of Homeland Security and Emergency Preparedness Shelter at Home Program

Role/Responsibilities: Created an application for the LA GOHSEP's Shelter at Home Program that tracked the full lifecycle of more than 15,000 homes that applied for assistance. Features included a fully automated invoicing system that aggregated recorded field inspection reports and generated a summary sheet for each invoice, reference documents for each home inspection, and a line item cost by home grouped by contractor and date. This feature was supported by a detailed QA/QC process that resulted in a streamlined digital invoicing system accessible by GOHSEP staff for them to collect invoices, thereby eliminating the possibility of errors during this process.

Drew also developed a GANTT chart generator that compiled various milestones and data points of a specific program or project and mapped them to an MS Project schedule template. The automation eliminated the dependency of having multiple schedulers and potential errors.

Nature's Bounty (NBTY), Bohemia, NY (2009 – 2015)

Role/Responsibilities: Drew served as a Developer. His experience and responsibilities included the following:

- Experienced with developing on the Sitecore platform, leveraging the Microsoft MVC framework. Able to derive templates from markup or concept utilizing Glass Mapper, Razl and TDS. Comfortable handling all of the required operations for packaging a website or component through the environments. Experienced with custom workflows, Events, Pipelines, and configuration. Custom commands, language fallback strategies, language translation services.
- Working with a team of individuals utilizing Agile practices in an Enterprise development environment. Developing both a client side and web-based software suite to integrate with the company's legacy system and master data.
- Lead a team building an Android application, WPF and Web projects, assisting the production of new technologies and helping other teams with their unit testing, load and web testing throughout the company.
- WCF SOAP and REST Services, ASP.NET MVC for the front end with JQuery Ajax calls for a media rich shopping experience. Client side and Server-side validation was performed within the system, Custom JQuery modal forms were also integrated to deal with and handle the complex domain entities of the legacy system. Nhibernate was also our preferred ORM.
- Created a content management system built on the ASP.NET MVC Framework. User Authentication was performed via active directory with web-based feature privileges available to administrators.
- Both sides of the web application took advantage of Microsoft App Fabric for data caching of all products and database heavy operations that didn't have a real time requirement.
- Developed extensive tests to calculate and document the performance of our services and applications. Identifying points of stress on our server while providing suggestions on best implementation strategies was also part of my responsibilities.

Lloyd Staffing, Melville, NY (2003 – 2009)

Role/Responsibilities: Drew served as Developer. His experience and responsibilities included the following:

- Designed and developed a range of dynamic web applications, re-skinned existing web applications, and redesigned new internal forms. Designed and maintained sales reports and managements' sales/metrics dashboard.
- Created an internal order placement system from their original paper forms, a reporting server, and a library of reporting features for internal management to utilize.
- Developed an online employment application built to communicate with a back end (Linux) server that was previously in place integrating with the payroll system.
- Designed and developed a content management system across multiple departments that featured design enhancements that honored multiple ownerships of data and a backend management area where users could construct their own queries for mail blasts, US postal mail, and status reporting. Reporting module was created for charting and creating custom dashboards of data.
- Modeled from the CMS, the Prospect Management System was designed as an application that records progress of each placement person/coordinator, including current status, percent to close, and quick reporting reference for organizing call sheets and mailers. It included a mobile front end for executives to access.
- Developed a time clock system with user tracking and status indicators for each location to keep track of each associates' daily schedule and expense voucher requests.



Years of Experience: 14

Areas of Expertise

- Housing Recovery
- HUD CDBG-DR
- Project Management
- Policy and Planning
- Compliance

Education

- B.A. Business Administration, Texas Tech University, 2004

Katy Sellers

Housing Recovery Program Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in Program Management of a Housing Recovery Program for a CDBG-DR Grantee	11 years
OR Quality Control and Quality Assurance Experience for a CDBG-DR Grantee	✓
Grantees worked with	Texas, California, City of Houston, New York City

Bio Highlights

- **Former State CDBG-DR Housing Program Director** who has led operations, policy, and planning for multiple disaster recovery allocations.
- **Subject matter expert on housing and infrastructure recovery programs;** specifically, in working with communities and program applicants to assist them in navigating the processes for successful project implementation.
- **Has led the policy and planning area** responsible for action plan and needs assessment development, compliance with HUD regulations and the Fair Housing Act, and was the key point of contact with HUD and Congressional staff.
- **Experience on more than seven different HUD CDBG-DR allocations.**
- **Worked on recovery programs** at the White House, FEMA, state, and local levels.

Relevant Project Experience

Deputy Program Manager, City of Houston, Build it Forward Program—KSBR, Houston, TX, 2018-2019

- Led staff to design, develop policy, and 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 first phases of the program.

Subject Matter Expert, New York City Mayor's Office, Build It Back Program—KSBR, NY, NY, 2016-2018

- Worked with the City Program Director and key staff to design, develop policy, and implement program requirements.
- Key advisor to the BIB Program Director and other project managers overseeing the Project Management Office (PMO), and coordinating the construction management teams in Brooklyn, Staten Island, and Queens resolving internal process issues and communicating 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, Texas, 2011-2016

- Managed the program development, communication, policy and business operations of the \$3+B disaster recovery program from Hurricanes Ike, Dolly, Rita and 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.

State Agency Representative, RESTORE Act Council—Austin, Texas, 2015

- Represented the Texas General Land Office on the council tasked with development of the competitive process for Restore Act funding project selection as a result of the BP oil spill.
- Helped with development of program scoring criteria, competition design, and funding priorities.
- Worked in collaboration with five other state agencies to prepare for future funding allocations designed to bolster community economic recovery along the Texas gulf coast.

Policy Advisor, Office of the Governor, Homeland Security Division, State of Texas—Austin, Texas, 2008-2010

- Advisor to the Governor's executive office on policies to improve long-term disaster recovery and emergency management.



Katy Sellers, page 3

- Provided guidance and direction to state agency heads and staff in administration of disaster recovery programs.
- Advocated Congress for more than \$3B in disaster recovery aid for Texas.
- Developed program guidelines and reviewed applications for \$1.8B in business recovery tax bonds.

Special Assistant to the Federal Coordinator, Gulf Coast Rebuilding Office—Washington, DC, 2006-2008

- Selected as one of 10 professionals to start a new office created by President Bush to advance recovery from Hurricanes Katrina and Rita.
- Advocated rebuilding initiatives with senior White House staff, as well as federal, state, and local officials.
- Wrote, prioritized, and coordinated policy, legislative, and communication deliverables.
- Conducted outreach to businesses and nonprofits to build relationships and promote economic recovery.



L. Keith Hale, CPA

DRGR Support Staff

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience DRGR Management	4 years
3 Years Direct Experience Financial Management	36 years
DRGR Action Plan Experience	✓
QPR Experience	✓
Grantees worked with	Texas

Years of Experience: 40

Areas of Expertise

- Disaster Recovery
- HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- HUD’s Disaster Recovery Grant Reporting System (DRGR)
- Financial Management
- Grant Monitoring and Compliance Reviews

Education

- Bachelor of Business Administration, Accounting, University of Mississippi, Oxford, MS, 1979

Certifications

- Certified Public Accountant (CPA) in Texas and Tennessee

Bio Highlights

- Accomplished in producing financial reports in customized formats to best meet client needs.
- Helped to maintain and manage the State of Texas Disaster Recovery Grant Reporting System (DRGR).
- Experienced in providing financial management for disaster recovery programs funded by both HUD and FEMA.

Relevant Project Experience

Financial Controller, Alliance Abroad Group—Austin, TX, December 2017-April 2020

- Worked with Finance Director to develop new operating procedures and reconciliation best practices in response to identified weaknesses.
- Ensured financial reporting accuracy and timely reporting, analysis of business operations, management of expenses, develop standard operating procedures and internal controls, and prepare annual and multi-year budgets.
- Led team through the selection and implementation of a new accounting system – switching from multiple instances of QuickBooks to move to a consolidated version of NetSuite.
- Worked with Finance Director and accounting staff to maintain data and produce financial reports through NetSuite accounting software.



- Review monthly financial reporting and conduct reviews with division and department heads. Communicated monthly and quarterly operating results to senior leadership team.
- Monitored department budgets and manage employee expenses accordingly. Monitored and managed cash flow from both short-term and long-term perspectives.
- Developed and maintained relationships with auditors, banking and insurance personnel, and other outside personnel to facilitate financial activities.

Accountant VII, Texas General Land Office (GLO), Community Development and Revitalization Division, Hurricane Ike—Peak Performers, Austin, TX, August 2016-November 2017

- Mastered complex compliance and reporting requirements within first three months of position.
- Worked with senior management to clear audit findings; developing new operating procedures and reconciliation best practices in response to reported weaknesses identified in previous audit.
- Monitored spending of over \$3 billion dollars in CDBG-DR funds.
- Provided analysis of financial and accounting data in support of senior management.
- Reconciled financial data across various accounting systems; researching variances and providing corrective action as needed.
- Submitted Quarterly Performance Reports (QPRs) for federal funds administered and performance measures achieved.
- Assisted in maintaining and managing the State's Disaster Recovery Grant Reporting System (DRGR).
- Assisted with the development of grant management software for federal grant accounting.

Accounting Manager, Texas Association of Assessing Officers—Austin, TX, May 2016-August 2016

- Streamlined accounting department procedures, resulting in improved efficiency in timeliness of reporting financial results to management and board members.
- Reduced outstanding accounts receivable amounts from over 180 days to less than 90 days.
- Directed Accounting and Financial Reporting of nonprofit membership association of tax professionals located throughout the State of Texas.
- Managed billings and collection of membership dues, education fees and conference registrations.



- Processed bi-weekly payrolls and reconciled related general ledger accounts.
- Prepared monthly reconciliations and schedules for management and board members.

Manager Government Services, Various Disaster Projects for the State of Texas—Horne, Austin, TX, 2012-2015

- Led a team of 5-10 (from a pool of over 30) accounting and administrative professionals in the Austin and Houston offices, resulting in timely completion of monitoring projects, and reporting to management within anticipated deadlines.
- Demonstrated understanding and field-tested knowledge of FEMA programs, Public Assistance funding, Hazard Mitigation Grant Programs, and directly funded State and local programs.
- Acquired specialized knowledge including financial monitoring and federal grant compliance, the Stafford Act, and 2 CFR Part 200 (OMB Super Circular).
- Performance Advisor/Mentor to five team members.
- Provided financial oversight and program management to FEMA-funded disaster recovery programs administered within and by the State of Texas.
- Part of a team of Certified Public Accountants, Certified Fraud Examiners and other highly qualified professionals proven in managing complex compliance requirements, reducing risks associated with disaster recovery, and ensuring dollars are spent in accordance with federal, state and local requirements.
- Proactively monitored over 4,000 project budgets, eliminating significant time overruns.
- Implemented team approach to process improvement efforts to strengthen internal work paper documentation and software management.
- Ensured no lost revenues by monitoring of time/billing, keeping a watchful eye on unauthorized billing or project codes.

Owner/Operator, Padgett Business Services—Austin, TX, 2011-2013

- Financial Reporting—completed monthly financial information, including analysis of issues relevant small business owners.
- Tax Consultation and Preparation—monthly/quarterly/annual preparation of all small business taxes (income tax, payroll tax, franchise tax and sales tax)
- Business Advice—in-depth analysis of results, to assist business owners in making fully informed business decisions;

comprehensive industry data comparison, to help owners improve performance and profitability.

- Consulted with and advised small business owners in the retail and service sectors, providing monthly accounting write-up and tax preparation/planning services.

Corporate Controller, Professional Liability Insurance Company of America—Austin, TX, 2000-2010

- Directed Financial Accounting and Reporting activities of a \$45M (total annual premium) medical malpractice insurance company including managerial accounting, financial reporting, financial analysis and payroll.
- Timely preparation of financial statements in accordance with GAAP and statutory reporting requirements, including filing of quarterly and annual yellow book, as well as all required compliance reporting with state insurance department and other regulatory agencies.
- Preparation and presentation of financial information to Senior Management.
- Promoted to Corporate Controller from Financial Reporting Director at Forever Enterprises.

Controller, Cooperative Home Health —St. Louis, MO, 1996-2000

- Strategically managed and directed Accounting and Financial Reporting of home health care organization.

Director Internal Audit, Bunge North America—St. Louis, MO, 1984-1995

- Directed the internal audit program for all North American operations, performing audit planning and scheduling



Years of Experience: 13

Areas of Expertise

- Disaster Recovery
- CDBG-DR Programs
- HUD's Disaster Recovery Grant Reporting System (DRGR)
- Financial Management
- Disaster recovery software solutions
- Disaster housing

Education

- Coursework, University of International Business and Economics, Beijing, China, 2007
- B.B.A., Finance, Sellinger School of Business, Loyola University Maryland, 2007

Marcus Mayfield

DRGR Support Staff

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience DRGR Management	6 years
3 Years Direct Experience Financial Management	13 years
DRGR Action Plan Experience	✓
QPR Experience	✓
Grantees worked with	Texas

Bio Highlights

- Provided program leadership on CDBG-DR programs** for Hurricanes Ike, Dolly, Rita, and Harvey and the Bastrop fires.
- Housing construction experience in rehabilitation, reconstruction, elevation, and demolition**, including the review, approval, and processing of construction budget change orders for single family housing projects.
- Deep understanding of the financial requirements for housing and infrastructure CDBG-DR programs**, specifically with HUD financial reporting.
- Expertise in the preparation of HUD DRGR quarterly performance reports (QPR)** and other ad-hoc reports requested by HUD and program management.
- Strong understanding of CDBG-DR program eligible costs** and has supported the subrecipient and vendor payment request review and approval process.
- History of providing software solutions for CDBG-DR programs** and has worked with the contracts staff to implement budget updates in a grant management system corresponding to subrecipient contract amendments and revisions.



Military Service

- United States Army, 2009–2013

Relevant Project Experience

CDBG Financial Program Analyst, State of Texas Disaster Recovery Program—KSBR, Austin, TX, 2014-2020

- Reviewed for approval \$15 to \$20 million in reimbursement requests each month.
- Validated budget data for all incoming draw requests for the whole Disaster Recovery Program promptly to facilitate compliance with the Texas Prompt Payment Act.
- Worked to support the on time submittal of one quarterly performance report to HUD.
- Worked as part of the Process and Reporting team to review infrastructure draw requests to ensure program requirements are met.
- Utilized T-RECS, CTS, and HCS proprietary software databases to research contract milestone data related to draw requests.
- Responded to inquiries from subrecipients as well as grant administrators to facilitate the timely processing of draw requests.
- Balanced multiple assignments and priorities to meet several recurring reporting deadlines.
- Analyzed and converted data into formats that are compatible with DRGR. Prepared data batches for upload, tracked errors, and documented problems accessing the DRGR system. Used DRGR's reports tab to access grant data and export various reports to Microsoft Excel for further analysis.
- Analyzed reports using advanced Microsoft Excel functions and formulae to include macros, pivot tables, VLOOKUP, IF, MID, CONCATENATE, TRIM, Find/replace, filters and conditional formatting.
- Wrote detailed work instructions and standard operating procedures for several complex program processes.
- Performed reconciliations between several financial data systems.
- Regularly used the following software; Crystal Reports, GroupWise email, Novell Messenger, Adobe Acrobat Pro 9, Microsoft Office Suite 2007, and DocuShare Web.

Claims Processor, Department of Assistive and Rehabilitative Services, Austin, TX, 2014

- Exceeded daily production goals by 15%, while ensuring the timely and accurate processing of claims transactions.
- Created software macros and other shortcuts to increase productivity and simplify repetitive tasks.



- Provided administrative support to the Disability Determination Services Division (DDS) of the Department of Assistive and Rehabilitative Services. Work involved maintaining file systems, handling and processing of applicable government forms, reviewing and verifying data on forms, and processing documents for mail and fax.

Loan Portfolio Analyst, Wachovia Bank HQ, Charlotte, NC, 2008-2009

- Audited, reconciled, and processed various debt source documents and wire transactions, resolving \$150M in account discrepancies to the bank's dedicated financial data system.
- Implemented new documentation filing methods and procedures, which increased organization and productivity by 25%.
- Worked in a commercial lending operations environment with individual responsibility for processing \$100M in transactions each day under minimal supervision.
- Processed incoming loan documents such as advance requests and payments.
- Performed data entry in support of syndicated commercial loan administration, facilitating vital liquidity for our corporate clients to conduct their daily business operations.
- Organized loan documents in an electronic filing system, enabling senior operations analysts to serve their clients with great efficiency.
- Researched, analyzed and corrected loan discrepancies using the company's proprietary database software.

Online Services Analyst, Wachovia Bank HQ, Charlotte, NC, 2007-2008

- Achieved superior customer service reviews from external customers, while also exceeding our team goal of a 400 second average call time.
- Further strengthened the bank's relationship with its customers by making over 50 sales referrals as part of the company's financial incentives program.
- Provided complex technical assistance to retail banking customers regarding bank policies, procedures, services, and account maintenance.
- Researched, verified, and resolved online banking log-in problems and bill payment disputes. Responded to customer service inquiries regarding their online banking services and transactions. Maintained privacy and information security of all sensitive customer account.



Angie Mims Magee

Relocation Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience URA	9 years
Expertise in CDBG-DR Regulations	✓
Expertise in URA Regulations	✓
Grantees worked with	Texas, Louisiana, Washington, California

Years of Experience: 14

Areas of Expertise

- Disaster Recovery
- HUD CDBG-DR
- Relocation Assistance Programs
- Public Housing
- Right of Way
- Affordable Housing
- Emergency Management
- Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA)
- Quality Assurance and Quality Control

Education

- B. S., Business Management, Southern University, A & M College, Baton Rouge, LA

Bio Highlights

- Over 14 years in the housing industry** specializing in Community Development Block Grant (CDBG) Programs, Affordable Housing, Right of Way, and Emergency Management.
- Developed Relocation Plans** used by the Right-of-Way Team to proceed with Relocation duties outlined in the plan.
- Created and maintained Relocation Manual** that included program policies and procedures as well as applicable Federal guidelines.
- Active member of the International Right-of-Way Association (IRWA).**
- Currently working on R/W-RAC designation.**

Relevant Project Experience

Relocation Supervisor, Texas Central Railroad & Infrastructure, Inc., Texas High-Speed Rail—Contract Land Staff, Dallas, Texas, January 2020—present

- Responsible for overseeing relocation activities and personnel for five northern counties.
- Provides relocation assistance to landowners, business owners and tenants throughout the right-of-way in support of the Project Manager and members of the project team.
- Ensures compliance with applicable laws, rules, policies, and procedures.
- Prepares relocation plans, relocation manual, notices, entitlements, referrals, and calculations.



Angie Mims Magee, page 2

- Calculates and determines eligibility for benefits, prepares claim forms and processes payments through the displacing agency.
- Provides ongoing advisory services to minimize hardship for the displacees.

Relocation Manager, California High-Speed Rail Authority, Right of Way Delivery Team—Universal Field Services, Inc., Fresno, CA, August 2017–January 2020

- Oversaw all relocation activities and personnel.
- Worked directly with Project Manager and Assistant Project Manager to ensure project expectations were achieved.
- Maintained relocation status report.
- Reviewed reports and documents prepared by staff before submitting to Project Manager, Assistant Project Manager, and Client.
- Performed quality assurance reviews. Prepared project reviews and documented project activities.

Senior Right of Way Agent, Central Puget Sound Regional Transit Authority (Sound Transit), Right of Way Delivery Team—Universal Field Services, Inc., Seattle, Washington, July 2016–July 2017

- Provided relocation assistance on complex relocations involving individuals, families, businesses, nonprofit organizations, and farm operations displaced as a result of a federally funded or federally assisted projects, and the administration of the URA.
- Effectively communicated with displacees to ensure the understanding of the Relocation Assistance Program and requirements.
- Provided advisory assistance to displaced persons, including personal interviews; preparing, issuing and explaining required notices.
- Located comparable housing and computes rental assistance and price differential calculations.
- Prepared mortgage interest differential payments and incidental expense calculations.
- Performed decent, safe, and sanitary inspections.
- Located and advised non-residential displacees of suitable replacement sites.
- Computed payments for substitute personal property, actual direct loss of tangible personal property and low value/high bulk.
- Evaluated and prepared re-establishment payments.



Angie Mims Magee, page 3

- Prepared and/or obtained moving cost estimates. Prepared fixed payment in-lieu of moving expenses payment.
- Prepared displacees' claims for payments.
- Maintained, accurate and detailed parcel files.
- Ensured accuracy of data input into status tracking reports and/or databases.
- Attended public or private meetings to discuss project or parcel information with property owner and displacee.

Relocation Manager, Texas Department of Transportation, Strategic Projects Division, Texas State Highway 183 (Midtown Express)—SRLS Texas, LLC, Dallas, TX, January 2015–May 2016

- Responsible for overseeing all relocation activities and personnel.
- Responsible for maintaining all relocation status reports.
- Responsible for reviewing reports and documents prepared by staff before submitting to Project Manager, Assistant Project Manager and Client.
- Performed quality assurance reviews. Executed relocation offers to displaced persons and discussed eligible benefits.
- Prepared and updated Relocation Plan in accordance with TxDOT Right of Way Manual.
- Provided ongoing relocation assistance and advisory services to displacees affected by the acquisition of right of way, including business relocations, government assistance program recommendations, and the administration of the URA.
- Coordinated, built and fostered relationships with moving companies and other necessary bidders to obtain reasonable quotes.
- Performed property inspections on replacement housing for residential displacees for comparability.
- Coordinated and monitored moves with displaced homeowners, business owners, tenants, and with moving companies in accordance with Department procedures.
- Prepared relocation notices and payment claim submissions.

Relocation Manager, Texas Department of Transportation—Dallas District, I-35E Phase II—SRLS Texas, LLC, Dallas, TX, May 2015–May 2016

- Provided ongoing relocation assistance and advisory services to displacees affected by the acquisition of right of way, including business relocations, government assistance program recommendations, and administration of the URA.



Angie Mims Magee, page 4

- Performed property inspections on replacement housing for residential displaces for comparability.
- Coordinated and monitored moves with displaced homeowners, business owners, tenants, and with moving companies in accordance with Department procedures.
- Prepared relocation notices and payment claim submissions.

Relocation Manager, Texas Department of Transportation—Houston District, IH-10 (Elysian Street Underpass)—SRLS Texas, LLC, Houston, TX, September 2015–May 2016

- Provided ongoing relocation assistance and advisory services to displacees affected by the acquisition of right of way, including business relocations, government assistance program recommendations, and administration of the URA.
- Performed property inspections on replacement housing for residential displaces for comparability.
- Coordinated and monitored moves with displaced homeowners, business owners, tenants, and with moving companies in accordance with Department procedures.
- Prepared relocation notices and payment claim submissions.

Relocation Agent, Texas Department of Transportation, Strategic Projects Division, Texas State Highway 99—Grand Parkway—O. R. Colan Associates, Houston, TX, July 2013–January 2015

- Provided ongoing relocation assistance and advisory services to displacees affected by the acquisition of right of way, including replacement home locating, government assistance program recommendations, and administration of the URA.
- Demonstrated applied knowledge of state/federal rules, regulations and codes related to Uniform Relocation Act of 1970 (49 CFR Part 24).
- Computed relocation housing/rental supplements and relocation benefits for businesses.
- Obtained lease agreements and other required documents for tenant's replacement to determine relocation eligibility amounts.
- Coordinated and monitored moves with displaced homeowners, business owners, tenants, and with moving companies in accordance with Department procedures.
- Prepared relocation notices and payment claim submissions for displacees.
- Performed quality assurance/quality control checks of relocation files and payment requests for accuracy.



Angie Mims Magee, page 5

- Pre-audited files for Federal Highway Administration audit, yielding zero deficiencies.

Manager of Compliance & Monitoring Department, State of Louisiana, Office of Community Development, Disaster Recovery Unit (OCD-DRU), Small Rental Property Program (SRPP)—Chicago Bridge & Iron (CB&I), Metairie, LA, January 2013–July 2013

- Supervised and provided technical guidance for a staff of 8 Reviewers and 5 Field Inspectors.
- Coached, mentored, and assigned tasks to team.
- Ensured the effective implementation of quality program checks were performed for assigned project tasks.
- Documented inspection, monitoring, sampling, testing activities, and implemented findings/recommendations.

Team Lead/Compliance & Monitoring, State of Louisiana, OCD-DRU, SRPP—CB&I, Metairie, LA, February 2012–January 2013

- Directed project management activities which included conducting file/data reviews and monitoring project activities at various stages.
- Performed sampling and testing activities and assisted with development of tests to maximize project efficiencies.
- Monitored quality assurance activities to determine conformance with program policy and procedure.

Compliance & Monitoring Specialist, State of Louisiana, OCD-DRU, SRPP—IEM, Baton Rouge, LA, December 2009–October 2011

- Ensured that applicants to the SRPP program were conforming to all applicable URA guidelines.
- If tenants were identified, performed due diligence to relocate the tenant according to the URA. Monitored compliance dictated in the Small Rental Regulatory Agreements, loan documents, and other closing documents.
- Scheduled and performed on-site inspections and on-site monitoring interviews.

Disaster Case Manager, State of Louisiana, Katrina/Rita Disaster Case Management Program—The Advocacy Center, Baton Rouge, LA, July 2009–December 2009

- Conducted applicant interviews as a part of the eligibility process for the Katrina/Rita Disaster Case Management Program.
- Reviewed applicant information and documentation to determine eligibility.



Angie Mims Magee, page 6

- Assessed the needs of the disaster evacuee and then aligned resources to meet those needs.
- Provided information regarding services, products and technical assistance to applicants eligible to transition from FEMA temporary housing to permanent housing.

Regional Liaison/Auditor, State of Louisiana, Katrina/Rita Disaster Case Management Program—Louisiana Family Recovery Corp, Baton Rouge, LA, May 2009–July 2009

- Conducted client interviews and obtained information from review of records, staff interviews, and personal observations relative to the operation of the agency participating in the program, compliance standards, and quality of services provided.
- Conducted on-site program monitoring, audits and evaluations, including file reviews, appointment spot reviews, and staff interviews.

Director of Mass Feeding and Recovery, Louisiana Department of Social Services, Emergency Preparedness & Management—Louisiana Housing and Finance Agency, Baton Rouge, LA August 2008–May 2009

- Developed current and long-range plans, policies, and procedures for mass feeding and recovery efforts in the event of a natural or manmade disaster.
- Cultivated liaisons with municipalities, parish departments and similar entities to facilitate plan development, recovery effort coordination, and exchanges of personnel.
- Developed and activated vendor agreements, memoranda of understanding, and memoranda of agreement with other states, support agencies, and vendors to provide necessary emergency preparedness resources.
- Served as liaison among the State Emergency Command and the State Department of Social Services Operations Cell and Field Operations during emergencies and disasters.

Program Monitor, Louisiana Department of Social Services, Emergency Preparedness & Management—Louisiana Housing and Finance Agency, Baton Rouge, LA, November 2007–August 2008

- Documented compliance with CDBG program procurement policies and procedures.
- Monitored sub-grantees' activities for compliance with laws, regulations, and contract requirements and reported findings for review and corrective actions.
- Worked directly with contractor's fiscal officer to review the contractor's financial management system.



Cathleen Carney

Buyout Subject Matter Expert

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Experience in Buyout/Acquisition Program	7 years
Grantees worked with	Louisiana, New York, North Dakota, U.S. Virgin Islands

Years of Experience: 24

Areas of Expertise

- Disaster Recovery
- HUD Community Development Block Grants–Disaster Recover (CDBG-DR) Programs
- Real Estate Documentation
- Titles and Closings

Education

- Coursework, Florida State University, Tallahassee, FL, 1974–1977

Certifications

- Certified Land Closer, State of Florida

Professional Honors

- Winner of First American Title Spirit Award
- Affiliate of the Year, Tallahassee Board of Realtors
- Extra Mile Award Winner, Tallahassee Board of Realtors
- President, Affiliate Committee, Tallahassee Mortgage Bankers Association

Bio Highlights

- Supported Buyout and Acquisitions Programs** in Louisiana, New York, North Dakota, and the U.S. Virgin Islands.
- Has written the buyout portion of action plans.**
- Almost 25 years of experience supporting large disaster recovery projects**, beginning with Hurricane Katrina.
- Directed the title and closing operations for the State of Louisiana’s Road Home grant program** following Hurricane Katrina. Supervised the successful completion of more than **70,000 transactions** in two and a half years.
- Developed protocol for New York State compliance with Uniform Relocation Act regulations for the Single-Family Housing Program and Multi-Family Rental Program** following Hurricane Sandy. Designed policy manual, procedure manual, grant agreements, covenant, and most program documents. Created covenant program and prepared the initial 1,000 covenants.
- Supported initial planning for U.S. Virgin Islands (USVI) recovery** from Hurricanes Irma and Maria.

Relevant Project Experience

Senior Real Estate Program Manager, Louisiana Land Trust (LLT), Louisiana Road Home Program, Baton Rouge, LA, February 2015–February 2019

- Managed the disposition back into commerce of more than 10,800 parcels of property owned by the Land Trust as a result of the Road Home Program.
- Oversaw a staff of six who worked to obtain clearance of outstanding title issues, ensure that environmental requirements were met, obtain surveys as required, and



Cathleen Carney, page 2

manage the closing process to final disposition in order to meet a national objective.

- Worked on this project since its inception in 2008, as described below.

Consultant, USVI, CDBG-DR Planning—Witt O'Brien's, USVI, March–December 2018

- Worked as part of a team of six to write the USVI's CDBG-DR Risk Assessment and Implementation Plan and CDBG-DR Action Plan, with a particular focus on the housing programs.
- Worked directly with the client to design programs to meet unmet housing needs. HUD approved the Action Plan on July 11, 2018.
- Wrote first draft of the housing policies and procedures.

Consultant, NY Governor's Office of Storm Recovery (GOSR), Covenant Documentation—New York, NY, August 2015–March 2018

- Worked with GOSR to prepare and execute up to 10,000 covenant documents for the Single-Family, Multi-Family, and Small Business Programs.
- Designed the process for preparation, review, execution, and recording of executed covenants and served as primary point of contact with GOSR housing staff.
- Reviewed and approved each covenant prior to releasing it for execution.

Technical Consultant, NY GOSR, Technical Assistance Services—GCR, Inc., New York, NY, September 2013–February 2015

- Helped to lead operational development processes, program development, HUD CDBG-DR regulations compliance, disaster recovery processes, reporting needs, and operational needs assessments.
- Provided leadership and organizational support to the senior housing management team in areas including development/implementation support for policy, procedures, and programs; staff augmentation for key programmatic functions; programmatic document design and preparation; real estate title and closing expertise; and staff training.
- Provided assistance across CDBG-DR funded housing programs, including the Home Repair and Reimbursement Program, the Mitigation and Elevation Program, the Interim Mortgage Assistance Program, the Buyout and Acquisition Program, the Condominium and Co-Operative Program, and the Multi-Family Rental Program.
- Developed protocol for compliance with Uniform Relocation Act regulations for the Single-Family Housing Program and Multi-Family Rental Program. Designed policy manual,



procedure manual, grant agreements, covenant, and most program documents. Created covenant program and prepared initial 1,000 covenants.

Consultant, CDM Smith, Action Plan Development—Iaso Consulting, Minot, ND, May–August 2013

- Helped to write the buyout portion of the Action Plan for second allotment.

Consultant, STR, Fairfax, VA, August 2012–May 2013

- Worked to help promote eGrants Plus, a new program designed for use by land banks.

Director of Disposition Operations, Louisiana Land Trust, Baton Rouge, LA, August 2008–August 2012

- Directed disposition operations, managing more than 10,800 parcels of real estate.
- Worked with the designated contractor to design LLT-eGrants, a platform to manage, track, and report on property status. This program eventually became a stand-alone program for land banks.
- Wrote RFPs for services.
- Coordinated and managed the implementation of parish disposition plans and cooperative endeavor agreements between affected parishes and municipalities, the Louisiana Recovery Authority (LRA), the Office of Community Development (OCD), and LLT.
- Worked with 28 parishes to help guide the implementation of parish disposition strategies and policies for compliance with CDBG, HUD, and OCD requirements.
- Helped the Executive Director to prepare and present project status reports to State legislative committees, local government agencies, and the LLT Board of Directors.

Project Manager, Road Home Closing Division, Louisiana Road Home Program—First American Title Insurance Company, New Orleans, LA, 2006–June 2008

- Directed title and closing operations for the State of Louisiana Road Home grant program, to include supervising a staff of 264.
- Oversaw successful completion of more than 70,000 transactions in two and a half years.
- Headed the design processes for reporting, program delivery, and streamlined transaction processing while incorporating stringent financial controls and strong waste, fraud, and abuse monitoring.
- Instituted a quality control process that was unparalleled in the program.



Trainer/Branch Manager, First American Title Insurance Company, New Orleans, LA, 2002–2006

- Traveled the southeast region as a trainer, closing special projects and training new acquisitions in the use of the First American FAST closing platform.
- Wrote the First American accounting department manual.
- As the Branch Manager in Pensacola, FL, managed daily operations of closing office and conducted marketing efforts with local Board of Realtors and affiliates.
- Ran an escrow desk and prepared and conducted closings.

Escrow Officer, Smith, Thompson & Shaw, Tallahassee, FL, 1995–2002

- Performed all aspects of title insurance closings, from reviewing sales contracts to the clearing of objectionable flaws and defects in title.
- Obtained payoffs of existing mortgages, judgments, and other encumbrances to secure their release.
- Ensured that adequate hazard insurance had been obtained.
- Reviewed and approved surveys.
- Approved the contents, effect, and execution of deeds, mortgages and other documents required by title insurance commitments.
- Prepared HUD-1 settlement statements for the various parties involved in the transaction, including the adjustment and proration of all required items and accounting for funds received and disbursed.
- Thoroughly familiar with the closing requirements and drawing of documents for all types of loans, including Federal Housing Administration (FHA), Veterans Affairs (VA), and all types of conventional loans, purchase money, and wrap-around mortgages.



Kathy Lee

Quality Assurance/Quality Control Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	6 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs	✓
OR Demonstrated Expertise in Other Programs That Support Eligibility Determination of Housing Programs	✓
Grantees worked with	New York

Years of Experience: 27

Areas of Expertise

- Disaster Recovery
- QA/QC
- 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
- EPA Brownfields Redevelopment
- U.S. Department of Justice (DOJ) Assistance Programs Grant Management
- U.S. Federal Aviation Administration (FAA) Airport Management and Grant Administration
- U.S. Department of Transportation (DOT) Grant Management
- FEMA Public Assistance (PA)
- National Parks Service Grant Management

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 Project 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



Areas of Expertise (continued)

- Environmental Assessments
- Uniform Relocation Assistance and Real Property Acquisition Act (URA) and Acquisition
- Department of Agriculture (USDA) Rural Development

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

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.

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.



Samantha Ruotolo

Quality Assurance/Quality Control Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	4 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs	✓
OR Demonstrated Expertise in Other Programs That Support Eligibility Determination of Housing Programs	✓
Grantees worked with	New York City

Years of Experience: 4

Areas of Expertise

- Quality Assurance/Quality Control
- CDBG-DR housing
- Reporting/Data Analytics
- Grants Management and File Review all the way through Closeout
- Xactimate trained
- HUD and FEMA compliance
- Project Management
- Construction Regulatory Oversight
- Floodplain and Windstorm design

Education

- B.S., Environmental Biology, State University New York, New Paltz, NY, 2015

Bio Highlights

- Experienced in managing project teams for large-scale housing programs.
- Has held various roles in regulatory compliance oversight and design and construction.
- Has worked on all phases of a housing program from eligibility to construction to closeout phase, providing an in-depth understanding of both FEMA and CDBG-DR design and regulatory requirements.
- Having led closeout and compliance areas, makes her uniquely aware of what a compliant file needs to look like from start to finish of a disaster recovery program.

Relevant Project Experience

Design and Compliance Lead, New York City Mayor's Office, Hurricane Sandy Build it Back Program—KSBR, NY, NY, March 2019–December 2019

- Managed design and regulatory compliance for the owner-occupied and rental residential repair and reconstruction program. The total project budget was \$2.2 billion and comprised 8,000 applicants.
- Led a team of project managers to oversee several contractors during design, building and closeout. Created data analytics tools to monitor performance.



Project Manager, Various Projects—KM Associates, NY, NY, September 2018–March 2019

- Reviewed over 70 different commercial and residential building filings for compliance.
- Managed 70+ commercial and residential building filings with the Department of Buildings, New York City Fire Department, and the Department of Transportation.
- Reviewed architectural/engineering plans for compliance and attended client meetings to assist in project set up, progress updates, and close outs. Worked closely with clients to develop filing strategy to ensure all deadlines were met.
- Scheduled and attended construction inspections required to receive certificates of occupancy and meet progress milestones.

Project Manager, Various Disaster Recovery Projects — IBTS, NY, NY, November 2016-September 2018

- Managed a team of subcontractors, leading meetings designed to close out completed construction projects elevated under FEMA guidelines and NYC building code.
- Coordinated with the NYC Housing Recovery Office, special inspection agencies, and contractors working to efficiently and safely to complete construction.
- Managed building permits and HUD files documentation.
- Monitored project design, budget, and compliance.



Education

Austin Community College,
Business Administration, Austin,
Texas – 2007 – 2008



Skills

- Disaster Recovery
- Community Development Block Grant Management
- Compliance & Monitoring
- Disaster Program Management
- Financial Management
- Case Management
- Policy & Procedures for Compliance Monitoring
- Program Design
- Section 8 Housing Choice Voucher Program Management
- Housing Quality Standards Audits and Inspections
- PREPS Program

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	11 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs including Buyout, Small Rental Repair, and Multi-Family New Construction	✓
OR Demonstrated Expertise in Other Programs that Support Eligibility Determination of Housing Programs, including Infrastructure, Economic Development, Environmental Review, Damage Assessments, and Site-Specific Environmental Reviews	✓
Grantees worked with	Texas, Puerto Rico

Bio Experience

MPACT Strategic Consulting, LLC; Project Manager | 2017 - Present

Provide professional services for federally-funded programs and projects. Currently serving as Financial Manager Support for the Texas Rebuilds PREPS Program to assess, review and verify initial site inspections, progress site inspections for proper invoicing due to Hurricane Harvey. Evaluate and assist in daily controls for case management staff and other vendor's in order to ensure they are in compliance with program guidelines, verify funding and eligibility, and document all adjustments and required submissions for Financial Manager review and approval for payment. Provide support and participate in a quality control plan and audit for program. Assisted in establishing and maintaining a record keeping system for case managers call center.

Regional Housing Coordinator; Texas Dept. of Housing and Community Affairs 2015 – 2017

Responsible in performing complex program administration and technical assistance work in the planning, development, training and implementation of the Section 8 Housing Choice Voucher Program (HCVP). Assist in the establishment of program goals and objectives, guidelines, policies, and standard operating procedures. Work in developing schedules, priorities, and standards for achieving program training goals. Communicate with external participants and sub-recipients in an expert manner in person and through telecommunications. Responsible in interpreting federal/state regulations, contract activities and operating methodologies. Assist in informing Local Operators of HUD changes that affect portability, Housing Assistance Payments (HAP) contracts, tenant eligibility and owner participation. Manage and evaluate renewal contracts by reviewing documentation provided by sub-recipients. Performs on-site Housing Quality Standards (HQS) audits and ensure follow-up inspections are conducted for program requirements. Performs quality control reviews on HAP contract files.



Infrastructure/Housing Grant Manager; Texas General Land Office | 2011 – 2015

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). Work with engineering, environmental, construction, contract and finance teams to coordinate grant guidance, project management and eligibility for the Community Development Block Grant (CDBG) program. Ensure compliance with HUD and State regulations. Communicate expertly with elected officials in the areas and their designees. Handle oversight of Grant Administrators, Environmental Service Providers, Engineering Service Providers etc., to ensure they are performing to contract terms agreed upon by the General Land Office. Conduct site visits and inspections of infrastructure projects to ensure they are in compliance with federal/state/local regulations and statutes. Conduct on-site file reviews to ensure HUD compliance and documentation. Monitor grant budgets for each County, City or COG under my jurisdiction to ensure monies requested are eligible, funds are available to complete construction projects and ensure proper quarterly reporting to HUD.

Performance Specialist; Texas Dept. of Housing and Community Affairs | 2011 – 9/2011

Responsible for processing draws and set-ups submitted by Sub-recipients to ensure program eligibility. Ensured that reviews were performed timely and that documentation submitted met applicable HUD/State requirements. Maintained and updated databases utilized by the Disaster Recovery Division. Provided technical assistance and guidance to Sub-recipients on an expert level regarding the CDBG Disaster Recovery Program. Prepared administrative and technical reports, studies and performed specialized research projects. Reviewed and evaluated the performance of Sub-recipients and provided guidance and assistance by building relationships utilizing consistent and effective communication.

Contract Specialist; Texas Dept. of Housing and Community Affairs | 2009 – 2010

Responsible for the development of procedures in the administration of Disaster Recovery Programs including the development of the contract tracking system. Maintained and developed databases to track program data. Tracked compliance with contracts, special conditions, benchmarks, and processes related to contract documentation. Provided training to Sub-recipients on the agency's Contract Tracking System. Responsible for quality control of the programs contractual files. Served as the web liaison to internal and external participants. Updated CDBG Disaster Recovery forms to prepare them for external web postings. Responsible as the divisions training coordinator in setting up training classes, including but not limited to Section 8 policies and regulations, as well as facilitating webinars.

Regional Payments Coordinator; Texas Dept. of Housing and Community Affairs | 2006 – 2009

Performed moderately complex technical assistance in the Statewide Housing Assistance Payments Program (Section 8). Assisted in the establishment of program goals and objectives, the development of program guidelines, procedures, policies, rules and regulations, and assisted in developing standards for achieving said goals. Provided training, technical assistance, monitoring and evaluation of program contractors. Initiated and prepared the monthly Multi for generation of Housing Assistance Program (HAP) payments to vendors/landlords and tenants. Prepared the reimbursement payments to Local Operators for client HAP contracts. Reviewed state and federal registers and HUD related materials to inform Local Operators of changes that affect contracts and/or tenant eligibility and owner participation. Performed on-site Housing Quality Standards (HQS) audits to ensure follow-up inspections were conducted in a timely manner. Provided training to Local Operators as needed. Performed quality control review in contracts files as needed. Assisted with Quarterly and SLIHP reports. Provided Voucher Management System (VMS) data to accounting while maintaining all collections and billings for the program. Acted as the Security Coordinator for Real Estate Assessment Center (REAC), criminal histories and SAVE programs. Processed payee ID's/W9's in PeopleSoft. Monitored all DHAP files for DR-1603Hurricane Katrina and ensured TDHCA was financially credited. Instrumental in the program in being designated as High Performers on Section Eight Management Assessment Program (SEMAP) from HUD. Responsible for an additional one hundred ninety-four (194) vouchers due to limited staff capacity.



Stacey Weinick

Quality Assurance/Quality Control Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	4 years
OR Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs	✓
OR Demonstrated Expertise in Other Programs That Support Eligibility Determination of Housing Programs	
Grantees worked with	New York

Years of Experience: 6

Areas of Expertise

- HUD Community Development Block Grants–Disaster Recovery (CDBG-DR) Program
- QA/QC
- Review of Requests for Payment for Direct Labor Staff Time and Vendor Invoices
- Application and Budget Amendments
- Procurement/CDBG-DR Eligibility
- Oversight of Public Service Projects
- Financial Tracking
- Proficient in Spanish

Education

- M.S.W., Community Organizing, Planning, and Development, Hunter College, New York, NY, 2011
- B.A., Philosophy, Politics, and Law, Binghamton University, Binghamton, New York, 2003

Bio Highlights

- **Expertise in QA/QC for housing programs.**
- **Extensive understanding of federal, state and local funding regulations** based on extensive experience in implementing projects.
- **Completed a budget amendment for the largest budget** (\$13 million) in the NYC Community Reconstruction Program.
- **Planned and presented at a summit** for NY Rising Public Service subrecipients.
- **Tracks project implementation milestones** using project tracking software and computer-based tools.
- **Uses state-of-the-art, cloud-based compliance reporting software** to ensure that grant recipients and contractors remain compliant with funding source requirements.

Relevant Project Experience

Grant Analyst, New York Governor’s Office of Storm Recovery (GOSR), NY Rising Community Reconstruction (CR) Program—HGA, New York, NY, April 2016–present

- Manages 13 New York City Public Services projects and serves as main point of contact for subrecipient.
- Processes pay requests by reviewing direct labor timesheets with supporting documentation and ensures that all



Certifications

- Licensed Master of Social Work

reimbursements are eligible under CDBG-DR and HUD guideline. Provides technical assistance to subrecipients when submitting initial pay requests.

- Works on budget amendments; completed a budget amendment for the largest budget in the NYC CR Program.

Case Manager, New York State GOSR, New York Rising Buyout and Acquisition Program—Panorama Government Solutions, Melville, NY, September 2014–February 2015

- Advocated for homeowners who suffered catastrophic losses as a result of Hurricane Sandy.
- Acted as a liaison among homeowners, the state of New York, and any third parties, collecting all necessary documentation for these cases to progress from the verification stage to being cleared to close on the sale, and coordinated closings on the sale of homes to the state.
- Gathered and reviewed necessary documentation, such as mortgage payoffs and HUD-1 statements, in order to work with homeowners in the event of a short sale and to satisfy any judgments or liens to clear title.
- Performed QA/QC reviews, verifying that home sales met the qualifying criteria from HUD on the federal level and met the New York State Homes and Community Renewal Program's guidelines.
- Closed 40 of 70 files within the first year of work, in addition to moving 20 more files from the application stage to the pre-closing stage.

QUALIFICATIONS

- Over four years of experience in compliance monitoring of federally funded recovery programs
- Experience working with multiple federal funding sources, including CDBG-DR and FEMA-PA
- Experience performing compliance and oversight role for CDBG-DR housing recovery programs
- Experience with internal controls and regulatory compliance

EDUCATION AND TRAINING

M.A. in Business Administration and Management, Ashford University 2012

B.S. in Criminal Justice
Southern University
Baton Rouge, LA, 2004

Alisha Johnson
QUALITY ASSURANCE/QUALITY CONTROL
SPECIALIST



NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	4 years
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs including Buyout, Small Rental Repair, and Multi-Family New Construction.	✓
OR Demonstrated Expertise in Other Programs that Support Eligibility Determination of Housing Programs, including Infrastructure, Economic Development, Environmental Review, Damage Assessments, and Site-Specific Environmental Reviews	✓
Grantees worked with	Louisiana, Texas, New York

Alisha Johnson is an experienced disaster recovery professional that specializes in Quality Assurance and compliance monitoring of federally funded programs. She has worked as a leader and integral team member on CDBG-DR and FEMA funded initiatives. She has managed a team of thirty staff members and has been recognized as a top investigator on applicant file reviews. Her experience includes developing and implementing monitoring plans, completing desk reviews and onsite inspections, conducting staff trainings, and providing technical assistance to subrecipients.

RELEVANT PRIOR EXPERIENCE

CohnReznick, LLP

Role/Responsibilities: Eligibility QA Team Lead- Compliance (2017-March 2020)

Managed a team of 30 people using the programs' measurable and procedures to determine applicant qualifications for RESTORE program. Reviewed files and focused on fact verification, record keeping, and advocacy of applicants. Conducted monthly comprehensive audits to assess eligibility of benefits and examination of file completion.

Performed root cause analysis while collaborating with program contractors to provide research to correct errors. Liaison between 4 departments for investigation and compliance review decisions. Executed quality reviews of program activities, applicant files, and damage assessments.

- Recognized as Top Investigator on application file reviews for saving program over \$47,000 in costs related to fraud, waste, or abuse of grant funds.
- Maintained detailed and organized records and files for internal procedures; saving over 30 minutes in weekly searches.
- Organized and implemented invoice program; aided in the collection of \$80,000 in unpaid invoices per month.
- Served as the only final Quality Analyst. Managing the final review process of over 30 applications per day.

Role/Responsibilities: Assistant Recovery Compliance Officer (2016- 2017)

Provided compliance oversight and technical assistance to plan, organize, and deliver federally funded grants within East Texas for FEMA Public Assistance program. Managed program application process, monitored grant projects and analyzed funding reports. Managed grant funding projects for corporations needing disaster relief ranging from \$1 million \$5 million. Conducted physical site inspections to ensure projects adhered to guidelines and expectations written by FEMA and Federal Compliance Regulations. Facilitated and conducted kick off meetings for grant recipients collaborating with FEMA.

- Planned, implemented, and executed over 5 community outreach events per month; with a focus on application process, program policies, and project timeframes.
- Handled up to 60 project worksheets per week consisting of assessment of needs, execution of funds, and project development phases.
- Partnered with engineers and participated in the formulation and review of over 800 Project Worksheets; which projects totaling up to \$5 million dollars.
- Conducted 1,000 project closeouts onsite which consisted of final expectations and audit of physical Scope of Work compliance review audits.

Role/Responsibilities: Senior Benefits Analyst (2015-2016)

Reviewed ownership documentation, environmental reports, land/home appraisal values, historical classifications to qualify single family homes for buyout / acquisition by NY State. Reviewed reports for completion, accurately input appraisals into Grants Management System.

- Collaborated with NY Governor's Office of Storm Recovery to strategize HMGP global match approach for Super Storm Sandy property buyouts totaling \$400 million.
- Participated in the completion and submission of 41 buyout applications for 1,200 individual properties totaling an estimated \$340 million in overall project costs.



Years of Experience: 6

Areas of Expertise

- HUD Programs
- QA/QC
- Project Management
- Grant Administration

Education

- MBA, Acquisitions and Contracts, Strayer University, Raleigh, NC, 2017
- BS, Organizational Management, St. Augustine’s University, Raleigh, NC, 2014

Alisha Wood

Quality Assurance/Quality Control Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years CDBG-DR Compliance Experience	12 years of comparable compliance experience with CDBG and the Rapid Re-Housing Programs
Demonstrated Expertise in Single-Family Housing	✓
OR Demonstrated Expertise in Other Housing Programs	
OR Demonstrated Expertise in Other Programs That Support Eligibility Determination of Housing Programs	✓
Grantees worked with	North Carolina

Bio Highlights

- 12 years of experience in managing HUD-funded programs.
- Expertise in working with subrecipients and supporting them through monitorings.
- Experienced in ensuring compliance and through QA/QC for grant-funded programs.

Relevant Project Experience

Senior Grants and Contracts Administrator, Duke University Department of Medicine—Durham, NC, August 2015-February 2019

- Managed a complex clinical/research portfolio of 86 Federal (NIH), Industry (PCORI) Foundations, and International sub-awards; subcontracts (human subjects and laboratory animals) which includes, proposal data collection; deliverable management; A/P management; SIR request; NCE; amendments, de obligations and terminations; A-133 certification compliance.
- Assisted faculty in processing "just-in-time" information, progress reports, and final reports to sponsoring agencies.
- Financial Management totaling \$22 million - Review and approve invoices; monitor financial transactions for expenditures to ensure compliance (allowability and applicable regulations); ensure timely and appropriate closeout of sponsored projects.



- Reconciled and re-budget sub-recipient expenditures.
- Determined Sponsor's administrative and fiscal requirements; review approved budget and allocate funds, monitor, and reconcile expenditures of budgeted funds.
- Monitored for compliance of sponsored projects to include compilation of Master Data and allocation of approved budget; verify expenditures; ensure compliance by working with team leads, investigators, and subrecipients to interpret award terms; resolve subrecipient issues, and provide guidance on prior approval requests.
- Ensured contracts are conducted within the Federal Acquisition Regulation (FAR), Code of Federal Regulations (CFR) and Cost Accounting Standards (CAS).
- Provided guidance to the PI on the requirements of the IRB, IACUC, COI, and clinical/research related regulations.
- Conducted departmental and peer to peer training on international and domestic subaward compliance regulations, and workflow.
- Accurately convey appropriate policies, processes, and procedures to ensure compliant subrecipient monitoring.
- Generated reports and financial analysis to monitor subrecipient status and project spending.
- Evaluated risk associated with various sub-awardee transactions, develop and monitor internal performance metrics to ensure high levels of service and accomplishment of objectives.
- Liaison to communicate, facilitate, prioritize, and problem-solve with Principal Investigators, administrative staff, ORA and OSP to provide quality, efficient, and cost-effective support.
- Assisted with development, implementation, modification and management of Standard Operating Procedures (SOPs).
- Negotiated sub-agreement terms and conditions.

**Executive Assistant to the Director, North Carolina
Division of Veterans Affairs—Raleigh, NC, February 2014-
August 2015**

- Obtained \$250,000 grant in support of the NC4VETS call center.
- Managed pre-award and post-award grants/contract administration, budgetary development and risk management.
- Liaison for grant funding and development for federal and state grant proposals.
- Liaison for homeless prevention for Veterans initiative and grant funding.



Office Manager, Saint Augustine's University—Raleigh, NC, January 2012-February 2014

- Maintained post-award activities for grants/contracts including budgetary oversight of over \$200,000
- Created and maintained appropriate spreadsheets and documentation to support grant expenses
- Expense coordination and finance reporting for grant funded contracts.
- Recorded federal expenditures for grants, contracts negotiation, and award letters
- Reconciled international currency for grant funded cash receipts and transfers disbursed through depository and operating codes
- Conducted and coordinated International Global Studies training workshops
- Analyzed and evaluated the effectiveness of the Quality Enhancement Plan (QEP) program
- Testing facilitator for the University Transformation Education Program

Grant Administrator, Neighborhood Service Center—Raleigh, NC, February 2008-July 2010

- Managed (3) Intake Workers and seven (7) Volunteers; accountable for Quality, Production, and Cost Controls
- Obtained \$175,000 Rapid Re-Housing (ARRA) grant in support of the Emergency Prevention Program
- Managed the compliance, administrative and expenditures of 8 Federal/State grants to include: Emergency Solutions Grant (ESG); Emergency and Transitional Housing Services (ETHS); Homeless Prevention Programs (HPP); United States Agriculture (USDA) and Rapid Re-Housing (ARRA), Housing Urban Development (HUD) and Community Development Block Grant (CDBG)
- Ensured contracts were conducted within the Federal Acquisition Regulation (FAR), Code of Federal Regulations
- Composed grant applications and completed monitoring reports to Federal and State programs
- Reported tracking, submitted monthly and quarterly monitored reports to federal, state, and private administrators for services provided and funding disbursed
- Reconciled expenditures and revenues monthly to determine cash balance availability per grant/cooperative agreements
- Expedited communication between federal and state local agencies for interagency agreements
- Collaborated with state and local agencies to provide Emergency Assistance



Hank Manning

Finance and Compliance SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience in CDBG-DR Financial Management	37 years
Experience Authoring CDBG-DR Financial Policies and Procedures	✓
Experience in Developing Accounting and Budgeting Plans and Processes	✓
Experience in Monitoring and Compliance	✓
Grantees worked with	New York, Illinois, Iowa

Years of Experience: 42

Areas of Expertise

- Disaster Recovery
- Finance and Compliance
- HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- CDBG Environmental Review
- FEMA Public Assistance (PA Program)
- Program/Project Management
- City Management
- Intergovernmental Coordination
- Acquisition
- Labor Standards
- Procurement

Bio Highlights

- Functioned as Chief Financial Officer while serving as City Administrator/Utility Director for the City of West Point, Iowa
- Conducted Financial Management Training Sessions at Iowa CDBG Grantee Workshops
- Conducted CDBG financial management training sessions via conference calls with Illinois CDBG-DR subrecipients.
- Trained CDBG Grant Managers in financial management requirements while serving as Illinois CDBG-DR Infrastructure Program Manager.
- Managed CDBG Grant Managers under both the Iowa and Illinois CDBG Programs in monitoring all subrecipients for all CDBG program requirements including financial management.

Relevant Project Experience

Subject Matter Expert, New York GOSR, CDBG-DR Recovery Programs—HGA, New York, NY, May 2014–present

- Reviews all upstate Community Reconstruction Program documents, including applications, procurement actions, and contracts for CDBG compliance. Reviews New York City Reconstruction Program applications and procurement documents for compliance.
- Interprets CDBG regulations that impact program activities to share with HGA program staff.



Education

- M.P.A., Government Administration, Drake University, Des Moines, IA, 1978; awarded HEW Education for the Public Service Fellowship
- B.A., Political Science, Wartburg College, Iowa, 1977
- Coursework, Norwegian Language and History, University of Oslo, Oslo, Norway, 1993

Professional Affiliations

- Council of State Community Development Agencies (COSCEA), National Board Member

Hank Manning, page 2

- Coordinates the completion of cost reasonableness reviews for all professional services contracts and contract amendments.
- Provides technical assistance on CDBG requirements to Infrastructure Program and Community Reconstruction Program grant managers and subrecipients.
- Manages grants for Infrastructure Program projects, including completion of pre-applications, applications, and procurement documents.

Program Manager, Illinois Department of Commerce and Economic Opportunity; Infrastructure, Planning, & PA Match—CDM Smith, Springfield, IL, May 2010–April 2014

- Led staff of five to award and directly administer over \$50 million in CDBG-DR funds for the State of Illinois.
- Developed program eligibility, project selection, and application guidelines and conducted four application workshops throughout the state. Supervised review of 250 applications.
- Trained staff of engineers in federal compliance areas, including procurement, environmental, labor standards, financial management, and property acquisition.
- Provided on-site monitoring training for grant managers and on-site pre-construction conference training for grant managers.
- Continuously reviewed project milestone spreadsheets and met with grant managers to ensure that projects were progressing as quickly as possible.
- Prepared standard operating procedures for the environmental review process and the Public Infrastructure Program.
- Conducted weekly progress meetings with environmental review staff to review status and priority of all Infrastructure Program environmental reviews.
- Supervised the FEMA PA Match Program and Disaster Recovery Planning Program.
- Conducted technical assistance workshops for Infrastructure Program subrecipients.
- Coordinated with state engineering associations to have all requests for qualifications for engineering services from local government subrecipients posted on the engineering association websites.

Project Manager/Team Leader, Iowa Department of Economic Development, Des Moines, IA, 1983–2009

- Led staff of five to administer \$14 million annually in federal CDBG funds for infrastructure, community facility, and emergency projects. Supervised review of 90 CDBG



Hank Manning, page 3

applications annually and on-site compliance monitoring of recipients.

- Deployed to inter-agency team managing \$800 million in CDBG disaster recovery funds after 2008 floods. Directed CDBG program to match FEMA Hazard Mitigation Program. Named "Team Leader of the Year" by department management.
- Reviewed CDBG applications for funding and provided technical assistance to cities and counties. Managed up to 60 CDBG-funded projects at a time to ensure progress and compliance. Conducted on-site monitoring of all projects.
- Coordinated jointly-funded projects with USDA, Iowa Department of Natural Resources, and Iowa Homeland Security.
- Served as State of Iowa Environmental Review Officer for the CDBG and HOME Programs. Provided annual training sessions for program subrecipients and developed memorandums of understanding with the Iowa State Historic Preservation Office (SHPO). Assisted in developing coordinated environmental review processes with USDA staff for jointly funded projects.
- Supervised review of infrastructure applications for disaster recovery funding after 1993 floods and 1998 winter storms.
- Collaborated with other funding agencies to ensure the best use of available funding. Created fund to finance renewable energy and alternative storm water management projects.

City Manager/Utility Director, City of West Point, IA, December 1978–September 1983

- Prepared state and federal grant applications, annual operating budget, and five-year capital improvements program.
- Supervised all city operations and employees, including municipal electric utility.
- Led creation of non-profit corporation to access financing for construction of housing for senior citizens.
- Led non-profit to obtain USDA financing and procure design and construction services to construct 24 units of senior citizen housing.



Education

- Master of Science in Financial Management – Naval Postgraduate School, Monterey, CA
- Bachelor of Science in Agricultural Economics – Washington State University, Pullman, WA



Certifications

- National Incident Management System - ICS certification
- Certified Housing Quality Standards Inspector

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in CDBG-DR Single-Family Program Policy Development and Implementation	5 years
Strong Writing, Communication, and Organizational Skills	✓
Substantial Knowledge of NCORR's Single-Family Housing Program	Comparable experience with single-family housing programs in Louisiana and New York
Ability to Interpret Complex Regulations, Federal Register Notices, DOB Policy, and Make Policy and Program Recommendations to NCORR Staff	✓
Expertise in Data Analysis, Action Plan development, and HUD-Compliant Policy Generation	✓
Grantees worked with	Louisiana, New York, Texas

Bio Overview

Possesses over 25 years of Naval Command and Disaster Recovery project management experience. A highly reliable, detailed and mission-oriented professional, with significant years of broad experience in operations, CDBG-DR, financial analysis, staff management, budget administration, project and process development, and coordination strategies along with extensive military and government background. Proven track record of achieving successful outcomes on complex projects in both the public and private sector including ten years of direct experience managing FEMA disaster recovery operations and Community Development Block Grant Disaster Recovery (CDBG-DR) projects for State and local governments. He has provided technical assistance, oversight and direct management for multiple natural disasters across the United States including some of the largest and costliest disasters in recent history. His project experience includes: Rebuilding and Recovery (Program Design, Management and Implementation; Grant Administration; Regulatory Compliance and Monitoring [i.e. Davis-Bacon, Section 3, MWBE]; and Technical Assistance) and Infrastructure Programs (Grant Administration; Public Outreach; and Monitoring and Compliance [Davis-Bacon]).

Project Experience

State of Louisiana, Office of Community Development, Disaster Recovery Unit (OCD-DRU); Restore Louisiana Homeowner Assistance Program;

\$3 billion in HUD CDBG-DR funding program to provide recovery programs for housing in response to Louisiana floods in 2016. Mr. Ellsworth is a lead in the Project Management Office providing all policy and procedure documents and interpretation for the program. He has developed procedures for all functional processes in the program and presents policy change documents to the state for changes and inclusion in the program including Duplication of Benefits, Eligibility, Ownership, Income Verification, Occupancy, Closing, Appeals, Recapture, Uniform Relocation, and Flood Plain enforcement.

State of Texas, Texas General Land Office (GLO); National Disaster Resiliency Competition (NDRC)

The State of Texas application under the national competition for CDBG-DR resiliency funding was prepared by a consortium of contractors which included MPACT. The NDRC is designed to identify target areas, unmet needs, and potential projects that address risks and vulnerabilities to future events, such as wildfires, explosions, and severe flooding, which have impacted Texas in the past five years. Mr. Ellsworth, performed key project management activities including developed the project plan and work breakdown structure, performed the grant application community outreach, assisted communities in grant application preparation, collected, reviewed and scored community applications, and assisted in the successful preparation of the statewide application submission for NDRC funding.

State of New York Governor's Office of Storm Recovery; New York, New York; - Project Manager for Compliance and Monitoring Team.

Operating under the umbrella of New York Rising, the Governor's Office of Storm Recovery (GOSR) utilizes approximately \$3.8 billion in HUD CDBG-DR funding program to provide recovery programs for housing, infrastructure, community reconstruction and small business. Mr. Ellsworth is leading a project team to develop and implement the Monitoring and Compliance program policies and procedures. These compliance activities includes Section 3, MWBE, Fair Housing and the Davis Bacon Act. He provides technical assistance, project management and training across all programs. He coordinates project team deliverables, logistics, client interface, client strategy, and provides storm recovery technical assistance. Managing three concurrent Task Orders, he performs activity resource management, and professional services which includes both central office and mobile training and Davis Bacon Act technical assistance activities.

Texas General Land Office; Lower Rio Grande Valley; Houston; Harris County

The State of Texas launched a CDBG-DR housing and reconstruction program using Round 2 funds to assist homeowners and families impacted by prior hurricanes and storms to reconstruct or rehab existing homes. Through competitive bid, awarded contract to provide disaster case management and support services for the Homeowner Opportunity Program (HOP) and Homeowner Assistance Program (HAP). Mr. Ellsworth served as Project Manager and led the administration and implementation of HOP. The project team provided outreach, application verification and case management to eligible homeowners and families to reconstruct or rebuild their homes in safer and more resilient communities. Program designed to serve and rebuild homes for over 1,200 families.

State of Louisiana; Louisiana Road Home Program

The State of Louisiana initiated and launched the largest home recovery project, post-Katrina. The \$6 billion program was to provide applicants and eligible families with funds to repair or replace their homes that were damaged as a result of Hurricane Katrina. Mr. Ellsworth managed the processing of 60,000 grant applications by more than 100 case workers. Conducted case processing oversight, involving program eligibility, home evaluations, damage assessments, insurance payment verification, income verification, title validation, grant calculation, and closing coordination.



Candice Mahoney

Housing Programs SME

NCORR RFP Position Qualifications



Years of Experience: 11

Areas of Expertise

- HUD Community Development Block Grant-Disaster Recovery (CDBG-DR)
- HUD CDBG Entitlement
- HUD Environmental Reviews
- HUD Housing Program Management
- Federal Funding Accountability Transparency Act Reporting
- Section 3 Reporting
- Integrated Disbursement Information Systems (IDIS) Reporting

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

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in CDBG-DR Single-Family Program Policy Development and Implementation	11 years
Strong Writing, Communication, and Organizational Skills	✓
Substantial Knowledge of NCORR's Single-Family Housing Program	Comparable experience in single-family housing programs in Louisiana.
Ability to Interpret Complex Regulations, Federal Register Notices, DOB Policy, and Make Policy and Program Recommendations to NCORR Staff	✓
Expertise in Data Analysis, Action Plan development, and HUD-Compliant Policy Generation	✓
Grantees worked with	Louisiana

Bio Highlights

- **Has an extensive knowledge of CDBG-DR rules and regulations**, to include policy development for local government.
- **Administered over \$20 million in CDBG and CDBG-DR grants** within five years for a Louisiana parish.
- **Oversaw and managed large-scale housing replacement program** in Plaquemines Parish, LA.
- **Developed policies and procedures for federal programs** in numerous parishes.
- **Helped Jefferson Parish, LA successfully complete its Phase 1 application** for the National Disaster Resilience Competition.



Training

- HUD Environmental Reviews, HUD, 2011
- Basically CDBG, National Community Development Association, 2009

Relevant Project Experience

Senior Grant Manager, City-Parish of East Baton Rouge, 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 projects.
- Assists with completion of Consolidated Annual Performed 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 the HOME Investment Partnerships Program (HOME), CDBG, Housing Opportunities for Persons with AIDS (HOPWA), and Emergency Solutions Grants (ESG) programs.

Grant Manager, East Baton Rouge Redevelopment Authority (“Build Baton Rouge”), HUD Environmental Reviews and Administrative Management—HGA, Gretna, LA, January 2018—present

- Prepares Environmental Review Records for housing, infrastructure, and public service projects.
- Corresponds with local, state, and federal agencies regarding National Environmental Policy Act (NEPA) requirements.
- Created and maintains shared file management and tracking system on Microsoft SharePoint for all environmental reviews.
- Provides technical assistance to client and subrecipients.

Senior Grant Manager, City of Gretna, Administrative Management—HGA, Gretna, LA, January 2016—present

- Develops policies and procedures for all aspects of the CDBG program. Ensures program compliance with all CDBG requirements.
- Develops Section 504 Compliance Plan, Section 3 Compliance Plan, Subrecipient Management Plan, Rehabilitation Program Policy, CDBG Procurement Policy, and CDBG/CDBG-DR Administrative Policies.
- Ensures cost reasonableness of change orders and contract amendments.
- Prepares final project completion and monitoring reports.



Senior Grant Manager, Plaquemines Parish Housing Assistance Program CDBG-DR—HGA, Plaquemines Parish, LA, 2015–present

- Conducts overall project management and implementation of housing assistance program.
- Prepares Environmental Review Records for 175 properties.
- Provides technical assistance to low-income applicants before, during, and after construction process.
- Conducts community outreach.
- Tracks expenditures for all aspects of the program, including direct construction costs and indirect administrative costs.
- Develops processes, policies, and procedures for all aspects of the program.
- Ensures program compliance with all CDBG-DR requirements.
- Tracks each property from application to completion.
- Prepares draw requests.
- Prepare application and project budget amendments for Office of Community Development on behalf of Plaquemines Parish.

Senior Grant Manager, Jefferson Parish, LA, Hurricanes Katrina, Rita, Gustav, and Ike CDBG-DR Infrastructure Programs—HGA, New Orleans, LA, 2015–present

- Coordinates project schedules from environmental clearance through engineering and construction administration to ensure that critical path milestones are met on time.
- Prepares monthly status reports and guides development and review of plans and specifications.
- Coordinates environmental review and contracting practices to identify and prevent choice-limiting actions.
- Ensures cost reasonableness of change orders and contract amendments.
- Processes requests for payment and prepares 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.



Lyneisha Jackson, AICP

PLANNING SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience in CDBG-DR Program Policy and/or Implementation	3 years
Experience Drafting Original Action Plan Content	✓
Demonstrated Expertise in Data Analysis, Action Plan Development, and HUD--Compliant Policy Generation	✓
Demonstrated Expertise in Policy Generation or Implementation of CDBG-DR Single-Family Housing Programs, Infrastructure Programs, Buyout/Acquisition Programs	✓
Expertise in GIS and/or ArcGIS and Mapping Analysis	✓
Grantees worked with	Louisiana, California, Cities of Springfield (MA), New Orleans (LA)

QUALIFICATIONS

- CDBG-DR Action Plan development
- National Environmental Policy Act (NEPA)
- Research and analysis
- GIS and data analysis
- Community engagement

EDUCATION AND TRAINING

Master of Community Planning,
2015
University of Maryland, College Park
B.Sc., Architecture, 2011
Morgan State University,
Baltimore, MD

REGISTRATIONS/CERTIFICATIONS

LEED Green Associate
American Institute of Certified
Planners (AICP)

WORK HISTORY

GCR Inc.
Community Planner
2016 – present
RK&K
Planner
2011 - 2016

Lyneisha Jackson supports community development projects and specializes in planning, analysis, housing, and neighborhood assessments. She has nine years of professional experience in urban and regional planning, transportation planning, community engagement and community meeting facilitation. Over the past 3+ years with GCR, she has been an integral member of the firm’s team that has worked in support of CDBG-DR, CDBG-NDR, and CDBG-MIT grantees. Lyneisha is skilled in data analysis, Geographic Information Systems, research, and technical writing. Lyneisha is also a LEED Green Associate and is certified by the American Institute of Certified Planners.

Prior to joining GCR, Lyneisha worked as a transportation planning consultant, assisting with environmental analysis and impact assessments in accordance with federal, state and local agencies in Maryland and the surrounding region.

RELEVANT PROJECT EXPERIENCE

State of California CDBG-DR Action Plan and Technical Assistance

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Lyneisha supports data collection and analysis, GIS mapping, and program design efforts.

Louisiana Flood Recovery Support

Client: Louisiana Office of Community Development – Disaster Recovery Unit (OCD-DRU) (Baton Rouge, LA)

Description: In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. GCR continues to support OCD-DRU with the design of recovery programs and development of amendments to the Action Plan.

Project Role: Lyneisha supports data collection and analysis, GIS mapping, and program design efforts.

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans (New Orleans, LA)

Description: GCR serves as the primary outside advisor to the City of New Orleans for the implementation of its \$141 million CDBG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, program design and CDBG-NDR regulatory compliance support.

Project Role: Lyneisha supports program design efforts through demographic analysis and Geographic Information Systems mapping and analysis.

City of Greensboro Analysis of Impediments to Fair Housing Choice and Consolidated Plan

Client: City of Greensboro

Description: GCR is developing Greensboro's 2019 Analysis of Impediments to Fair Housing Choice and Five-Year Consolidated Plan as part of the city's effort to spearhead the development of a long-term Affordable Housing Plan. GCR's role includes an analysis of current affordable housing conditions, a review of local laws and regulations that impact affordable housing opportunities, an assessment of the city's entitlement programs, provision of full regulatory compliance, leading stakeholder and community engagement efforts, data collection and analysis, and overall project management. The 2019 Analysis of Impediments and Consolidated Plan will

analyze the impact of its entitlement programs at a citywide scale to effectively plan for potential affordable housing projects and funding allocations in the near future.

Project Role: Lyneisha is serving as Planner on this project and is leading data collection and analysis for the Assessment of Fair Housing and Consolidated Plan.

LA SAFE Program

Client: Louisiana Office of Community Development – Disaster Recovery Unit (OCD-DRU)

Description: Louisiana Strategic Adaptations for Future Environments (LA SAFE) sought to address increased flooding risks and vulnerabilities associated with coastal degradation and subsidence at the community level. Through the initiative, the state developed adaptation strategies for six coastal parishes in southeast Louisiana from which it made strategic investments in pilot projects or programs. GCR's role as Parish Captain for Jefferson and St. Tammany parishes focused on data collection, analysis, and outreach. Our team gathered key quantitative data sets and conducted qualitative research to understand historical trends, project future conditions, and develop parish and community level narratives to inform citizen-led discussions in a series of public meetings. In addition, GCR was responsible for coordination with parish leadership, elected officials, local philanthropic and non-profit organizations, and other stakeholders.

Project Role: Lyneisha led all GIS efforts, completed research and analysis to inform project and program development, and supported outreach and engagement efforts.

City of Springfield, MA National Disaster Resilience Implementation

Client: City of Springfield, Massachusetts

Description: GCR served as the primary outside advisor to the City of Springfield for the implementation of its \$17 million CDBG-NDR award to develop its suite of resilience-building initiatives. GCR's role included a variety of components, ranging from detailed project coordination and the design of an innovative healthy homes rehabilitation program to subrecipient technical assistance and updating the City's CDBG-NDR Administrative Manual to ensure compliance with all applicable regulatory requirements.

Project Role: Lyneisha supported program design efforts to determine how best to target funding in order to maximize the impacts of the City's investments.

DeKalb County Web GIS Portal

Client: DeKalb County, GA

Description: GCR developed a web-based Geographic Information Systems portal to display housing, demographic, economic, transportation and local data sources in a user-friendly web application.

Project Role: Lyneisha supported all aspects of the projects, including data collection, data analysis, Geographic Information Systems mapping, user testing and quality assurance.



Kristy Chessher

Small Rental Repair SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in Design or Implementation of a Small Rental Program	3 years
Substantial Knowledge of NCORR’s Small Rental Policies and Practices	Comparable experience in Small Rental Policies and Practices from Louisiana recovery programs
Grantees worked with	Louisiana, City of Houston, City of New Orleans

Bio Highlights

- 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.
- 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.

Relevant Project Experience

Senior Grant Consultant, City-Parish of East Baton Rouge, 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 Declared Disaster Recovery Funding (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.



Years of Experience: 16

Areas of Expertise

- Disaster Recovery Program Administration and Management
- HUD Community Development Block Grant–Disaster Recovery (CDBG-DR)
- Housing Policy and Program Development
- Grant/Project Management
- Strategic Planning

Education

- M.U.P., Urban and Regional Planning, State University of New York at Buffalo, Buffalo, New York, 2003
- B.A., Political Science, Concentration in Environmental Studies, Niagara University, Lewiston, New York, 2001
- B.A., Spanish, Niagara University, Lewiston, New York, 2001



Certifications

- Certificate in Urban Redevelopment, University of Pennsylvania School of Design, Philadelphia, PA, 2010

Professional Affiliations

- Neighborworks America, Certified Homebuyer Educator, 2006
- Co-Chair, Niagara University Alumni Association, New Orleans Chapter

Senior Grant Consultant, East Baton Rouge Redevelopment Authority, Build Baton Rouge Program—HGA, Baton Rouge, LA, September 2019—present

- Currently serves as a grant consultant providing staff augmentation to support the completion of East Baton Rouge Parish's Assessment of Fair Housing plan.
- Interfaces with local and state partners and public stakeholders to conduct outreach and solicit input to guide plan development.

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 Housing 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-dollar 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.
- Outlines eligibility determination for program applicants.
- Interfaces with homeowners and contractors during preconstruction 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, New Orleans, LA, July 2008—December 2013

- Served as Senior Project Manager in the Disaster-CDBG Unit with the City of New Orleans. Responsible for coordination and execution of recovery programming due diligence, project procurement, contract management, and environmental clearance to ensure timely delivery of over \$72 million dollars in project deliverables.



Kristy Chessher, page 3

- Routinely resolved administrative issues—related 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, State 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 parishwide 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.
- Assisted with development and monitoring of funding proposals to support disaster recovery initiatives. Researched grant-making 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.



Kristy Chessher, page 4

- 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 the 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.



Wendy Cooper

Affordable Housing SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience Designing or Implementing CDBG-DR Housing Programs	3 years
Experience in CDBG-DR New Construction, Single-Family Programs, and Multi-Family Programs	✓
Experience in Housing Projects Funded with CDBG-DR/MIT Including LIHTC Projects	✓
Grantees worked with	Indiana

Years of Experience: 18

Areas of Expertise

- Disaster Housing
- HUD CDBG-DR
- Urban Revitalization
- Neighborhood Economic Development
- Real Estate and Land Use Development
- Grant Management

Education

- B.S., Criminal Justice, College of Urban and Public Affairs, Georgia State, Atlanta, GA, 1985

Certifications

- Event Management Certification, George Washington University, Washington, DC, 1995
- Indiana Real Estate Broker, Certification in Process

Bio Highlights

- Accomplished community development professional** with a diverse blend of private, public sector and non-profit leadership experience.
- Background in policy development and implementation.**
- Coordinated utilization of CDBG and **CDBG-DR for affordable mixed income and LMI housing projects for State of Indiana and City of Indianapolis after declared disasters left from tornados and flooding.**

Relevant Project Experience

Senior Special Project Manager, Variety of Clients and Projects—Insight Development, Indianapolis, IN, August 2015-August 2018

- Managed a variety of residential developments from concept to construction through financing and compliance including permanent supportive housing, multi-family, adaptive reuse, senior housing, and single-family affordable home development
- Initiated and secured funding from a variety of sources, including CDBG-DR for the construction of the first publicly supported neighborhood housing revitalization project in more than a decade



Affiliations

- Urban Land Institute, Member
- Eiteljorg Museum of American Indians & Western Art, Board Member
- Northwest Vision Development Center, Founding Board Member
- Iibada Dance Company, Interim Board Chair
- Impact 100 Indianapolis, Member

- Provided consultation to other organizations regarding Low Income Housing Tax Credits, Historic Tax Credits and various funding utilization
- Managed capital construction projects at agency owned housing developments.

Director of Economic Development, Flanner House of Indianapolis—Indianapolis, IN, August 2015-October 2018

- Managing convener of an 18 month, community lead engagement process which resulted in a Quality of Life Plan that outlines the priorities for resource utilization for comprehensive neighborhood development over the next ten years
- Advanced strategic initiatives to stabilize, retain, and expand existing business to revitalize a commercial corridor challenged by multi-generational disinvestment
- Facilitated the creation of a business association
- Generated external support to advance organization's long term strategic objectives.
- Secured and leveraged public resources to attract new private investment and economic opportunities
- Coordinated activities with city, state, and local intermediaries, elected officials, government officials, and business leaders to promote sustainable neighborhood economic development utilizing CDBG and CDBG-DR funds

Senior Project Manager, City of Indianapolis Department of Metropolitan Development—Indianapolis, IN, May 2009-August 2012

- Collaborated with the Mayor's Office, department heads, community & business leaders, not-for-profit organizations, community development corporations, intermediaries, and consultants for a comprehensive approach to sustainable community development
- Managed multi-faceted portfolio of redevelopment initiatives, housing and commercial development, sustainable construction, and infrastructure improvements
- Championed inter-departmental teams for successful complex project completion
- Established varied citywide policies and procedures including vacant and abandoned buildings, TIF utilization, and Green building
- Spearheaded the construction of commercial and residential projects that were awarded federal or local grants to ensure compliance with CDBG, HOME, and NSP regulations



Wendy Cooper, page 2

- Leveraged a Tax Increment Finance (TIF) \$2.5 million dollar infrastructure project into a development pipeline exceeding \$25 million in private investment
- Monetized economic incentives for commercial development
- Convened community stakeholders and consultants for comprehensive strategic plans to attract private investment, commercial and housing development.

Vice President for Administration, The Haywood Group, Inc.—Baltimore, MD, January 2007-April 2011

- Administrative partner in multi-state real estate development and investment firm
- Strategically managed the acquisition, financing, and reconstruction of residential/commercial properties for maximum community impact
- Transformed blighted and boarded urban blocks into homeownership opportunities for market rate and affordable buyers

Legislative Director, Atlanta/Fulton Senate Delegation—Atlanta, GA, September 2005-January 2007

- Coordinated legislative agendas for City of Atlanta and Fulton County from the Mayor and County Commissioners requests
- Provided research for policy and fiscal implications of legislation on urban area



Leesa Foreman

Construction Trades/Code Enforcement SME

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in the Development of CDBG-DR Programs Related to Housing or Construction Management	10 years
OR 3 Years of Direct Experience in Public Service Delivery Using CDBG-DR funds	10 years
OR 3 Years of Direct Experience Forming Agreements and Processes with Subrecipients and Managing Subrecipient Agreements	30 years
Grantees worked with	New York, Louisiana

Years of Experience: 30

Areas of Expertise

- Federal and State Grant Program Development and Administration
- Construction Trades and Code Enforcement
- HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- Environmental Review/Analysis
- Land Acquisition
- Financial Management and Procurement
- Section 504 Compliance

Education

- B.A., City and Regional Planning, University of Louisiana at Lafayette, 1983

Bio Highlights

- **More than 30 years of experience** in public administration and federal grant administration.
- **Led County team responsible for comprehensive planning and code enforcement functions.**
- **Currently managing over \$175 million in CDBG-DR funding** for an estimated **40 projects for the Hurricane Sandy CDBG-DR** Community Reconstruction Program.
- **Administered over \$140 million in Hurricane Katrina/Rita and Hurricane Gustav/Ike CDBG-DR** funding in parishes throughout south Louisiana.

Technical and Functional Project Experience

Subject Matter Expert, NY Governor’s Office of Storm Recovery (GOSR), CDBG-DR NY Rising Community Reconstruction Program—BFA, New York, NY, May 2014–present

- Serves as Subject Matter Expert supporting the implementation of the NY Rising Community Reconstruction Program under the Hurricane Sandy CDBG-DR program.
- Provides technical assistance and project oversight to more than 40 public and non-profit entities implementing CDBG-DR–funded projects.



- Projects range from public services to capital construction and total over \$175 million.

Senior Grant Manager, Multiple Parishes, Hurricanes Gustav/Ike Parish-Implemented CDBG Disaster Recovery Programs—BFA, August 2009–May 2014

- Responsible for the programming of over \$50 million in Hurricane Gustav/Ike CDBG-DR funds for more than five parish governments.
- Developed parish recovery plans detailing CDBG-DR projects crucial for parish's recovery, developed applications for funding, and provided grant management from project initiation through completion.

Senior Grant Manager, State of Louisiana, Katrina/Rita CDBG-DR Infrastructure Program—BFA, Baton Rouge, LA, October 2007–May 2014

- Responsible for providing programming and administration of Hurricane Katrina/Rita CDBG-DR funding for parishes, municipalities, and school districts.

Senior Grant Manager, City of New Orleans, Hurricane Katrina Disaster Recovery Program—BFA, New Orleans, LA

- Worked closely with the City of New Orleans Disaster CDBG (DCDBG) blight program staff supporting their applications for funding of infrastructure and housing projects.
- Provided templates for City DCDBG staff for professional services contracts; EEO and Section 3 compliance; monitoring plans; and data management, to ensure that HUD monitoring is accomplished without findings.

Senior Grant Manager, Plaquemines Parish, Katrina HMGP—BFA, Plaquemines Parish, LA, 2012–2014

- Provided programming and management of approximately \$30 million in HMGP infrastructure and residential elevation, acquisition, and reconstruction projects.

Director of Planning, South Central Planning and Development Commission, Houma, LA, 1988–1993

- Responsible for the technical and administrative aspects of all projects of the agency, which served as the regional planning and economic development district for the parishes of Assumption, Lafourche, St. Charles, St. James, St. John the Baptist, and Terrebonne.
- Coordinated project activities for each parish in the implementation of Louisiana Small Cities CDBG programs.

Director of Planning and Zoning, Terrebonne Parish Consolidated Government, Houma, LA, 1984–1988

- Responsible for the overall administration of the Terrebonne Parish Floodplain Management Program, which involved an



extensive redesign and implementation of the compliance program.

- Responsible for the daily operation and management of a 20-member staff responsible for all comprehensive planning and code enforcement functions of the Parish.



Years of Experience: 20

Areas of Expertise

- HUD CDBG-DR
- National Environmental Policy Act (NEPA)
- HUD Regulations 24 CFR 58
- HUD Tiered Environmental Reviews
- 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

Derek Galose

CDBG-DR Environmental Review Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years Direct Experience Providing Environmental Review Subject Matter Expertise	14 years
Experience Authoring or Reviewing Tier 1 ERRs	✓
Experience Authoring or Reviewing Tier 2 ERRs	✓
Grantees worked with	U.S. Virgin Islands, Louisiana, South Carolina, New York

Bio Highlights

- **More than 14 years of experience** advising and implementing federal and state disaster recovery programs, and over **20 years in historic preservation**.
- **Worked with HUD Regional and Headquarters environmental staff to develop a streamlined process for completing environmental reviews** for CDBG-DR programs; now used to align and coordinate HUD and FEMA environmental and Section 106 reviews into a single process.
- **Contributed to the process for the HUD Addendum to the FEMA Programmatic Agreement (PA)** for South Carolina, West Virginia and the U.S. Virgin Islands (USVI) for their CDBG-DR Programs, which streamlines Section 106 compliance and has become a model for recovery cooperation among federal, state, local, and tribal partners.

Technical and Functional Project Experience

Environmental and Historic Preservation (EHP) Manager, Virgin Islands Housing and Finance Authority (VIHFA), Disaster Recovery Division—HGA, New Orleans, LA, April 2018–present

- Works directly with the VIHFA Environmental Director daily on developing the environmental review process for all CDBG-DR–funded programs. Conducts weekly conference calls and organized on-site environmental training with HUD Regional Environmental Officers and HUD Headquarters environmental staff.
- Worked with HUD’s Federal Preservation Officer and the USVI State Historic Preservation Officer (SHPO) on the HUD Addendum to the FEMA Programmatic Agreement (PA) for Section 106 Reviews.



Certifications

- Qualified Historic Preservation Professional, Secretary of the Interior (SOI)

Derek Galose, page 2

Senior EHP Manager, 2016 Floods—Ardurra Group, Columbia, SC, June 2015–March 2018

- Completed Tier I broad environmental reviews for all 12 declared counties and worked on Tier II site-specific environmental reviews for approximately 1,000 applicants.
- Performed site-specific environmental assessments and adapted FEMA 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 I 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 and cleared in the environmental system of record over 2,500 Tier II site-specific environmental reviews.
- 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 I 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 II 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 I and Tier II 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, State of Louisiana Office of Community Development (OCD), 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 to complete environmental assessments, environmental impact statements, and Environmental Review Records.

Architectural Historian/Section 106 Reviewer, LA Division of Administration, State Historic Preservation Office—State of Louisiana, Baton Rouge, LA, 2007–2013

- 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 public about Section 106 process, local zoning issues.

Historic Preservation Specialist, Hurricanes Katrina and Rita—FEMA, Baton Rouge, LA, 2005–2007

- Drafted Determination of Eligibility for structures 45+ years; completed NHPA 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.



Steven Kirk

CDBG-DR Infrastructure Specialist

NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in Providing Infrastructure Subject Matter Expertise	28 years
Experience Authoring CDBG-DR Infrastructure Policies and/or Implementing CDBG-DR Infrastructure Programs	✓
Grantees worked with	New York

Bio Highlights

- **More than 30 years of experience** in fiscal management and oversight of federal, state, and local funding regulations.
- **Extensive experience managing federal grants**, including CDBG-DR, and ensuring compliance.
- **Administers more than \$75 million in CDBG funding** that sustains more than 50 disaster recovery projects, including community facilities, infrastructure, resiliency, public service, and planning projects.
- **Provided fiscal management and oversight for over \$20 billion in federal disaster grant program funding assistance** related to natural and man-made disasters, and over \$40 million in funding, respectively, for the Finance Sections of New York State’s Division of Homeland Security and Emergency Services (NY DHSES), Public Assistance (PA), and Individual Assistance (IA) programs.

Relevant Project Experience

Senior Analyst, NY Governor’s Office of Storm Recovery (GOSR), New York State CDBG-DR Program—HGA, New York, NY, May 2016–present

- Responsible for providing fiscal management and regulatory oversight for the CDBG-DR Program.
- Administers more than \$75 million in CDBG funding that sustains more than 50 disaster recovery projects, including community facilities, infrastructure, resiliency, public service, and planning projects.
- Maintains regulatory compliance with CDBG rules and regulations promulgated by HUD.

Years of Experience: 33

Areas of Expertise

- Disaster Recovery
- HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) Programs
- FEMA Public Assistance (PA)
- FEMA Individual Assistance (IA)
- 406 Hazard Mitigation (HM)
- Disaster Case Management Program
- Citizen Corp
- Community Development Grants
- Economic Development Grants
- Emergency Management Performance Grant (EMPG) Program
- Hazardous Materials Emergency Preparedness Grant Program



Education

- Graduate coursework, Management Systems, SUNY – Binghamton, Binghamton, NY, 1984
- B.A., Planning, SUNY – Buffalo, Buffalo, NY, 1982

- Provides technical assistance to applicants and municipal beneficiaries on program policies, processes, and planning.
- Maintains project schedules, and provides advice and support to GOSR executives, the leadership team, local governments, and non-profit organizations related to the CDBG-DR program.
- Implements new regulation and guidance requirements for program processes.
- Reviews and processes payments requested by program subrecipients and helps subrecipients to procure the services of a qualified architect/engineer.
- Administers the bidding and contracting process.
- Maintains the Elation Program, which tracks minority-owned business enterprises and Section 3 compliance and fosters partnerships with the Dormitory Authority of the State of NY for project review and management.

Grant Administrator II, New York State Division of Homeland Security and Emergency Services (NY DHSES), Albany, NY, 2012–2016

- Provided fiscal management and oversight of NY DHSES's PA Finance Section, with over \$20 billion in federal disaster grant program funding assistance related to natural and man-made disasters.
- Provided fiscal management and oversight of NY DHSES's IA Finance Section, totaling over \$40 million in funding in federal disaster grant program funding assistance related to natural and man-made disasters.
- Developed policies and procedures related to regulations and initiatives promulgated by FEMA.
- Administered federally funded grant programs including PA, Citizen Corp, Emergency Management Performance Grant (EMPG), Hazardous Materials Emergency Preparedness Grant, Disaster Case Management, and other related programs.
- Carried out and oversaw the processing of requests for federal grant payments and performance of financial reviews required for in-progress and final payments. Directed financial oversight of all PA and IA grant programs. Also responsible for management of a variety of vendor contracts with DHSES that supported disaster assistance initiatives.
- Implemented new directives and policies issued by the executive team of DHSES.
- Collaborated with agency sections to ensure compliance with all applicable funding regulations and contract terms.
- Prepared reports to demonstrate progress and compliance with a variety of grant programs and federal agencies. Collaborated with local communities to pair program needs



with appropriate funding sources, including multiple funding sources.

President/CEO, DBS Planning Consultants, Inc., New York, NY, 1987–2012

- Founded and directed DBS Planning Consultants, Inc., a professional consulting firm specializing in analyzing local issues and concerns, formulating solutions, and securing necessary funding for program implementation related to community and economic development initiatives.
- Administered federal- and state-funded grant programs, including the CDBG program (administered through HUD and the NYS Office of Community Renewal), Assistance to Firefighters program (FEMA), Parks and Historic Preservation (NY Office of Parks, Recreation, and Historic Preservation), Brownfields Opportunities (NY Department of State), Comprehensive and Main Street Revitalization planning (NY Department of State Office of Community Renewal), and other community development, economic development, and housing grant programs.
- Facilitated partnerships between local government and state and federal agencies to secure funding to design and implement community-based initiatives. Typical projects helped clientele with low and very low incomes and other at-risk populations to improve housing opportunities and to address public facility issues and infrastructure deficiencies and facilitated job growth through local and regional economic expansion.



Siera Singler, PMP
REPORTING SPECIALIST



NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience Providing Reporting or Business Analytics Solutions to a CDBG-DR Grantee	5 years
Experience Using Salesforce, GIS, and Other Industry-Standard Reporting Tools	✓
Grantees worked with	California, New York

QUALIFICATIONS

- Over 6 years of experience as a professional software developer
- Project Management
- Customer Service
- Vendor Management
- Written & Verbal Communication
- Requirements Gathering
- Technical Documentation
- Process Improvement
- Agile Development
- Testing / QA

EDUCATION AND TRAINING

Bachelor of Science – Information Systems, Salisbury University; Salisbury, MD, 2013

CERTIFICATIONS

Project Management Institute (PMP), 2019
ITIL Foundations v3 – AXELOS, 2018

SOFTWARE

Salesforce (Service Cloud, Knowledge, Community Cloud, LiveMessage), Samanage (SolarWinds Service Desk), Samanage for Salesforce, AirWatch, Procure, MS Office, SQL Server, SSRS, Visual Studio, Basecamp

Siera Singler is a skilled project manager, business analyst, and software developer. She has worked within and on behalf of state and local governments, leading teams in the development and deployment of custom technical solutions.

RELEVANT PROJECT EXPERIENCE

California CDBG-DR Owner-Occupied Housing Program

Software Development (October 2019 - Present)

Client: State of California Dept. of Housing and Community Development

Description: GCR is delivering its proprietary recovery program management software to the State of California to support the management of its CDBG-DR funded Owner-Occupied Rehabilitation and Reconstruction Program. The project includes the development and validation of business requirements, custom software development, project management, and web portal development.

Project Role: Siera serves as a Business Analyst and Developer for this engagement.

RELEVANT PRIOR EXPERIENCE

Town of Cary, North Carolina (January 2018 – October 2019)

Role/Responsibilities: As Project Manager Siera was responsible for:

- Negotiating contracts, defining project scope, developing project schedules, managing hardware deployment, developing 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.
- Improving customer satisfaction through continuous communication and engagement throughout the process of deploying new devices.

- Manage vendor relationship, identifying budget gaps, reviewing construction designs and managing installation of a stadium wide managed WIFI solution
- Review construction designs, define project scope and technical requirements, manage vendor relationships and agreements to ensure budget compliance for a new fire station
- Define requirements, plan and design, develop and deploy Samanage for Salesforce solution in an effort to redefine how the IT department delivers services to customers

The LiRo Group, Syosset, NY (July 2015 – December 2017)

Role/Responsibilities: Project Coordinator/Business Process Analyst/Junior Developer

- Assisted the team lead in building a Silverlight/MVC web application, coupled with a SSRS subscription-based reporting system which allowed users to select the reports they receive
- Developed an application using MVC to replace old-school vendor applications for Business Development team that helped to streamline the receipt, vetting and approval process
- Created custom views, queries and reports using SQL Server Reporting Services (SSRS) for use by office staff, field inspectors and NY government officials
- Served as project manager for all software development projects company-wide while bridging the gap between business units and 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 to significantly increase the number of home inspections completed and documented

Social & Scientific Systems, Inc.; Silver Spring, MD (June 2014 – June 2015)

Role/Responsibilities: Technical Services Coordinator

- 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, servers to reduce loss of company equipment by 50%
- Maintained company's SLA through delegation and escalation of issues



Michael T. Dorris, Sr. CPA
 HOUSING RECOVERY PROGRAM SPECIALIST



NCORR RFP Position Qualifications

RFP Qualification	Staff Member Quals
3 Years of Direct Experience in Program Management of a Housing Recovery Program for a CDBG-DR Grantee	5+ years
OR Quality Control and Quality Assurance Experience for a CDBG-DR Grantee	5+ years
Grantees worked with	Louisiana, New York, New Jersey

QUALIFICATIONS

- Project Manager for multiple large-scale recovery programs
- 10+ years of project management experience
- 25+ years of professional experience
- Experienced with statewide agencies including Louisiana, New York, and New Jersey
- Demonstrates strong leadership to achieve production and mission-critical goals
- Drives production and staff accountability through daily, weekly, and monthly deliverable tracking

EDUCATION AND TRAINING

B.S., Accounting,
 University of New Orleans
 New Orleans, Louisiana

Michael T. Dorris, Sr. is a CPA and a skilled project manager with financial, contracts, and construction expertise on FEMA-funded and CDBG-DR programs. While servicing as project manager at GCR, he has brought innovative staffing and teaming strategies to drive monthly production.

His disaster recovery experience includes Hurricanes Katrina and Sandy housing and infrastructure recovery programs totaling more than \$2 billion. His Hurricane Sandy recovery program experience includes the \$275 million New York City Build it Back, the New York State \$700 million statewide single-family and rental programs, and the New Jersey statewide housing recovery program.

Michael was also responsible for the supervision of grant management and document control for FEMA and CDBG grants including the \$1 billion FEMA grant for St. Bernard Parish Government in Louisiana. His expertise includes working closely with contract managers to ensure eligibility and proper scope alignment, project reconciliation of eligible funding and closeout with FEMA and the State.

RELEVANT PROJECT EXPERIENCE

Stafford Act Programs Closeout Assistance (2018-2019)

Client: Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)

Description: GCR led the team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds and assisting subrecipients.

Roles/Responsibilities: Michael was Project Manager. He was responsible for daily operations, leading the Team Closeout Supervisors, serving as the day-to-day principal point of contact for GOHSEP project managers and as liaison with the GOHSEP Project Manager and Contract Monitor.

His responsibilities also included monitoring production and generating performance reports, submitting project status and staff accountability reports to GOHSEP, and executing task orders signed by GOHSEP authorized personnel.

New York City Build it Back (December 2014 - October 2018)

Client: City of New York

Roles/Responsibilities: Managed the Pre-design, design, and construction management for the HUD funded program for New York City. Managed a staff of 30 to help homeowners repair and elevate their homes as a result of Hurricane Sandy. Worked on 500 homes and accelerated program to complete all phases by October 2016.

DASNY New York Rising Housing Recovery Program (June 2014 - December 2014)

Client: Governor's Office of Storm Recovery

Roles/Responsibilities: Michael worked on the housing recovery program for the State of New York. He worked daily to help applicants through the process and move into a closing status for funding. Worked with case workers daily to coordinate the intake and eligibility for applicants. Michael supervised a team of 15 technical advisors to conduct final site visits and close out files.

New York City Build it Back Housing Recovery Program (January 2014 - June 2014)

Client: City of New York

Roles/Responsibilities: Michael worked closely with the client to move applicants in repair, repair with elevation, and rebuild pathways through the system to construction. Michael worked with Housing Recovery Center Managers to streamline the applicant process at the center. Coordinated priorities from the client with field operations to assist applicants in their application process.

New Jersey Department of Community Affairs, Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM) (July 2013 - January 2014)

Client: State of New Jersey

Roles/Responsibilities: Michael was part of the NJRREM team providing program management, implementation and operation for the \$600 million program that provided eligible homeowners up to \$150,000 in grant funds to aid the reconstruction, rehabilitation, elevation and mitigation of primary homes damaged by Superstorm Sandy. Michael assisted homeowners with the construction process by developing repair specifications, identifying qualified builders to do the construction work, and ensuring the quality of the work completed. Seventy percent of the program's funds were reserved for low-to-moderate-income households in accordance with federal requirements.

CDM Smith (September 2007 – September 2012)

Client: St. Bernard Parish Government

Roles/Responsibilities: Michael supervised all phases of grants management and document control for a \$1 billion FEMA grant to St. Bernard Parish Government. He reviewed billings for work contracted under this federal grant. The review was for compliance and reimbursement eligibility. Michael managed requests for reimbursement from GOHSEP. He worked closely with Project Managers to ensure eligibility and proper scope alignment as the projects progressed. Michael reconciled each project as it was completed to ensure full reimbursement of all eligible funding. As projects were reconciled, he worked closely with a closeout team to begin final closeout with FEMA and the State.

The Shaw Group (August 2006 - September 2007)

Client: Multiple clients

Roles/Responsibilities: Michael worked on budget and scheduling for various projects. He spent extensive time with cost analysis in an effort to maintain or increase gross margins. Michael completed work on both federal and local government projects with revenues up to \$90 million. In addition, he managed three levee projects

under the jurisdiction of the U.S. Army Corps of Engineers and worked on hazardous mitigation projects for seven parishes to assist residents affected by Hurricane Katrina and Rita.

The Shaw Group (August 2006 - September 2007)

Client: St. Tammany Parish

Roles/Responsibilities: Michael supervised operations of all disposal sites for St. Tammany Parish debris removal contract resulting from Hurricane Katrina. Supervised 20-25 field monitors, 3 crew leaders, and 4 supervisors in daily debris removal contract. He was responsible for final completion of all tickets resulting from debris removal operations. Michael was instrumental in developing procedures for control of all data needed for billing and FEMA reimbursement. He also supervised removal of over 5,000 hazardous stumps from the Parish right of way. All tasks were completed long before the client anticipated deadline. Michael also played a key role in scheduling and supervising the work to meet all FEMA guidelines to ensure 100% reimbursement.

HGA