

Contract Award

Contract Number:	Doc1677946894
Contract Description:	Staff Augmentation
Vendor:	AECOM Technical Services of North Carolina

Task Order Categories Awarded:

TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)

TASK 3 – Duplication of Benefits (DOB) Compliance

TASK 6 – Action Plan Development and Amendments

TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support

TASK 8 – Program Performance Monitoring and Evaluation

TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation

TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects

TASK 12 – Training, Technical Assistance, and Capacity Building

TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support

TASK 14 – Communication, Public Information, and Outreach Support

TASK 15 – Grant Management

TASK 16 – Technical Systems Specification & Project Management

TASK 17 – Environmental Review

STATE OF NORTH CAROLINA
Division of Community Revitalization (DCR)
Request for Best and Final Offer (BAFO)

Refer <u>ALL</u> Inquiries regarding this to: angela.dunaway@commerce.nc.gov (919) 526-8340	Request for Best and Final Offer (BAFO) RFP #Doc1677946894 Staff Augmentation
	BAFO Issue Date: December 10, 2025
	BAFO Response will be received until: December 12, 2025, at 5:00 pm EST
Using Agency: North Carolina Department of Commerce, Division of Community Revitalization	


NOTICE TO VENDOR:

Request for Best and Final Offer (BAFO), subject to the conditions made a part hereof, will be received at the email address angela.dunaway@commerce.nc.gov until the date and time specified above.

EXECUTION:

In compliance with this Request for Best and Final Offer, and subject to all the terms and conditions herein, those in the original Request for Proposal, and in Vendor's offer thereto (except as noted herein), the undersigned offers and agrees to furnish any and all goods and services which are offered, at the prices agreed upon and within the time specified herein. Pursuant to GS §143-54 and §143-59.2 and under penalty of perjury, the undersigned Vendor certifies that this offer has not been arrived at collusively or otherwise in violation of Federal or North Carolina law and this offer is made without prior understanding, agreement, or connection with any firm, corporation, or person submitting an offer for the same services, and is in all respects fair and without collusion or fraud. This procurement complies with the State's own procurement laws, rules and procedures per 2 CFR § 200.317.

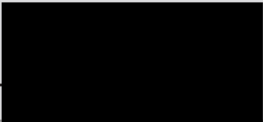
Failure to sign offer prior to submittal shall render offer invalid.

COMPLETE/FORMAL NAME OF VENDOR: AECOM Technical Services of North Carolina, Inc.		
STREET ADDRESS: 5438 Wade Park Boulevard, Suite 200	P.O. BOX:	ZIP: 27607
CITY & STATE & ZIP: Raleigh, NC	TELEPHONE NUMBER: (919) 854-6200	TOLL FREE TEL. NO:
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR: Randall K. Taylor, Senior Vice President		FAX NUMBER:
V 		DATE: 12/11/2025 EMAIL: randall.taylor@aecom.com

Offer valid for ninety (90) calendar days from date of opening unless otherwise stated here: _____ days.

ACCEPTANCE OF OFFER:

If the State accepts any or all parts of this offer, an authorized representative of the Department of Commerce shall affix her/his signature to the Vendor's response to this Request for BAFO. The acceptance shall include the response to this BAFO, any provisions and requirements of the original Solicitation, and the North Carolina General Terms and Conditions. These documents shall then constitute the written agreement between the parties. A copy of this acceptance will be forwarded to the successful Vendor(s).

FOR STATE USE ONLY: Offer accepted and Contract awarded this 19th day of December, 2025, as indicated on the  (Authorized Representative of Department of Commerce).

REQUEST FOR BEST AND FINAL OFFER (BAFO):

This request is to solicit a best and final offer from Vendor regarding the Errata and Exceptions noted in its proposal.

Vendor's Errata and Exceptions

The State does not agree to the Vendor's Errata and Exceptions included in its proposal, and all Terms and Conditions remain as stated in the RFP. Should the State issue a proposed Task Order to the Vendor, the Vendor may, at that time, seek to negotiate relevant Terms and Conditions. The State will have no obligation to accept Vendor's proposed Terms and Conditions, nor will the Vendor have any obligation to accept the Task Order.

- ☒ **YES**, Vendor acknowledges and agrees to the above statement.
- ☐ **NO**, Vendor does not acknowledge or agree to the above statement.

NOTE: This Solicitation is still in the evaluation period. During this period and prior to award, possession of the BAFO, original bid response, and accompanying information is limited to personnel of the Division of Community Revitalization responsible for participating in the evaluation. Vendors who attempt to gain this privileged information, or to influence the evaluation process (i.e., assist in evaluation), will be in violation of purchasing rules and their offer will not be further evaluated or considered.



**NC DEPARTMENT
of COMMERCE**
COMMUNITY REVITALIZATION

Josh Stein
GOVERNOR

Lee Lilley
SECRETARY

Stephanie McGarrah
DEPUTY SECRETARY

Request for Offer Extension

Solicitation Number: Doc1677946894

Solicitation Description: Staff Augmentation

Solicitation Opening Date and Time: September 11, 2025, at 2:00 pm ET

Issue Date Request for Offer Extension: December 5, 2025

Procurement Director: Angie Dunaway
angela.dunaway@commerce.nc.gov
919-526-8340

Extension Response Due Date and Time: **December 8, 2025 by 5:00 pm EST**

Return executed copy of this Request for Offer Extension via email to angela.dunaway@commerce.nc.gov by the due date and time indicated above.

Per Request for Proposal (RFP) #Doc1677946894, VALIDITY PERIOD, page 3 states, “Offer valid for at least 90 days from date of proposal opening, or if extended by mutual agreement of the parties.” The State is requesting Vendor to extend its offer for thirty (30) calendar days.

☒ **YES**, Vendor acknowledges and agrees to extend its offer thirty (30) calendar days.

☐ **NO**, Vendor does not acknowledge and does not agree to extend its offer thirty (30) calendar days.

Sign Request for Offer Extension:

Offer (Vendor Name): AECOM Technical Services of North Carolina, Inc.

Authorized Signature:

Name and Title:

Ranall M. Maynor, Senior Vice President

Date:

12/8/2025

PRICING:

AECOM’s pricing structure has been developed in accordance with Section 4.2 and Attachment A of the RFP. We have provided not-to-exceed hourly rates for each proposed position within the task order categories selected. Rates are fully inclusive of salary, overhead, administrative costs, travel, and related expenses, with vendors responsible for providing their own equipment and IT support.

For Task 17 (Environmental Review), unit costs are presented for each review level and reevaluation, consistent with HUD’s environmental compliance framework. The proposed rates are structured to remain competitive and cost-effective, while reflecting the qualifications and experience of the personnel offered.

This approach provides the Division of Community Revitalization with transparent, comprehensive, and reasonable pricing that supports the delivery of high-quality technical and programmatic services to support the State’s CDBG-DR programs.

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)			
Senior Advisor	\$ 304.59	\$ 313.12	\$ 321.88
Program Manager	\$ 278.38	\$ 286.18	\$ 294.19
Project Manager	\$ 249.47	\$ 256.45	\$ 263.63
Principal Consultant	\$ 232.04	\$ 238.54	\$ 245.22
Senior Consultant	\$ 211.31	\$ 217.23	\$ 223.31
Senior Administrative	\$ 201.54	\$ 207.19	\$ 212.99
Staff Consultant	\$ 177.62	\$ 182.59	\$ 187.71
Staff Administrative	\$ 137.62	\$ 141.47	\$ 145.43
Associate Consultant	\$ 120.30	\$ 123.67	\$ 127.13
Senior Analyst/Technician	\$ 110.11	\$ 113.19	\$ 116.36
Associate Administrative	\$ 100.96	\$ 103.79	\$ 106.70
Clerical/Word Processing	\$ 93.05	\$ 95.66	\$ 98.34
Analyst/Technician	\$ 89.76	\$ 92.27	\$ 94.86
TASK 3 – Duplication of Benefits (DOB) Compliance			
Senior Advisor	\$ 304.59	\$ 313.12	\$ 321.88
Program Manager	\$ 278.38	\$ 286.18	\$ 294.19
Project Manager	\$ 249.47	\$ 256.45	\$ 263.63
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Analyst/Technician	\$ 89.76	\$ 92.27	\$ 94.86
TASK 6 – Action Plan Development and Amendments			
Senior Advisor	\$ 304.59	\$ 313.12	\$ 321.88
Program Manager	\$ 278.38	\$ 286.18	\$ 294.19
Project Manager	\$ 249.47	\$ 256.45	\$ 263.63
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<i>Analyst/Technician</i>	\$ 89.76	\$ 92.27	\$ 94.86
TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support			
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<i>Program Manager</i>	\$ 278.38	\$ 286.18	\$ 294.19
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TASK 8 – Program Performance Monitoring and Evaluation			
<i>Senior Advisor</i>	\$ 304.59	\$ 313.12	\$ 321.88
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TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation			
<i>Senior Advisor</i>	\$ 304.59	\$ 313.12	\$ 321.88
<i>Program Manager</i>	\$ 278.38	\$ 286.18	\$ 294.19
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TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support			
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TASK 14 – Communication, Public Information, and Outreach Support			
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TASK 15 – Grant Management			
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TASK 16 – Technical Systems Specification & Project Management			
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TASK 17 – Environmental Review*	UNIT COST	UNIT COST	UNIT COST
Initial Environmental Review:			
Exempt	\$10,000	\$10,500	\$11,025

Categorically Excluded Not Subject to §58.5	\$28,000	\$29,400	\$30,870
Categorically Excluded Subject to §58.5	\$60,000	\$63,000	\$66,150
Environmental Assessment	\$100,000	\$105,000	\$110,250
Environmental Impact Statements	\$250,000	\$262,500	\$275,625
Reevaluation Environmental Review:			
Exempt	\$5,000	\$5,250	\$5,513
Categorically Excluded Not Subject to §58.5	\$14,000	\$14,700	\$15,435
Categorically Excluded Subject to §58.5	\$25,000	\$26,250	\$27,563
Environmental Assessment	\$30,000	\$31,500	\$33,075
Environmental Impact Statements	\$50,000	\$52,500	\$55,125

*For Environmental Review provide a **unit cost** for each of the below levels of environmental review, as well as a unit cost for environmental review **reevaluation**.

- ☐ Exempt
- ☐ Categorically Excluded Not Subject to §58.5
- ☐ Categorically Excluded Subject to §58.5
- ☐ Environmental Assessment
- ☐ Environmental Impact Statements

Environmental Scope Assumptions:

- For each environmental review, the Client will provide AECOM with a written project description, with sufficient detail to complete the environmental review including alternative details and engineering analysis and/or aggregation rationale, if applicable. Once submitted, any changes to the project description and/or alternatives may require a supplemental scope and fee.
- Cost estimate assumes no Programmatic Agreements are in place to expedite the environmental review process. Should development of a Programmatic Agreement be required to accelerate the Endangered Species Act and/or Section 106 process for both HUD- and FEMA-funded disaster recovery projects, AECOM would require a supplemental scope and fee.
- HUD's HEROS system or similar Client-recommended format will be used to document reviews.
- AECOM may rely on publicly available information to document various environmental factors and develop a GIS repository of such information to streamline environmental reviews. Additional GIS data layers may be provided by the Client.
- Unit costs were developed using current NEPA regulations specific to HUD compliance as of September 1, 2025. Should future legislation including Executive Orders, change NEPA compliance requirements, a supplemental scope and fee would be required.
- No physical reproduction/printing of documents will be required. If needed, AECOM will require a supplemental scope and fee.
- AECOM will produce no more than two (2) versions of the Environmental Review Record (ERR) documentation, including one (1) draft and one (1) final version. On the ERR, the Client will provide a single set of consolidated review comments, provided electronically in track changes format or similar.
- If public notice(s) and/or combined public notice(s) is/are required, AECOM will draft the public notice however the Client will be responsible for finalizing and posting, including any fees for posting. If in person public meetings or coordination are required, the Client will be responsible for securing the venue and posting advertisements.
- The Client will be responsible for collecting (e.g., developing and maintaining a list of stakeholders, engaging with stakeholders and the public, holding public forums, media ads, etc.) and responding to any public comments. Any changes to the project description in response to public comments may result in a supplemental scope and fee.
- Client will provide support to develop a list of relevant federal, state, and local agencies for coordination (e.g., cooperating agencies, commenting agencies).

11. AECOM will support agency coordination and may designate a team member to interact as a liaison, particularly with USACE, USFWS, and SHPO, to avoid miscommunications and delays with our external partners.
12. **Access.** Client grants or shall obtain for AECOM, and its subcontractors, authority to enter the property upon which AECOM's Services are to be performed, at Client's expense. AECOM shall not be responsible or liable for the errors, omissions, or other acts of any other consultants, contractors, or parties engaged by Client or present at any Site, nor for their construction means, methods, techniques, sequences, or procedures, or their health and safety precautions and programs.
13. **ASTM Standard.** AECOM will perform its services in accordance with ASTM Standard Practice Designation E 1527-13, the United States Environmental Protection Agency regulations at 40 Code of Federal Regulations (CFR) Part 312, Standards and Practices for All Appropriate Inquiries (AAI) – Final Rule updated on December 30, 2013, and ASTM E2600-10 Standard Guide for Vapor Encroachment Screening on Property Involved in Real Estate Transactions.
14. **Client Information.** Client shall furnish all information and technical data in Client's possession or under its control reasonably required for AECOM's proper performance of the Services prior to AECOM's commencement of the Services or at such other times as Client and AECOM mutually agree. AECOM is entitled and will rely upon the accuracy, completeness, currency and non-infringement of information and data provided by Client or obtained from generally accepted sources within the industry, except to the extent such verification by AECOM may be expressly required as a defined part of the Services. AECOM will not be responsible for defects in its Services attributable to its reliance upon or use of such information and data.
15. **Client Data/Information.** Client will furnish to AECOM all applicable information, technical data, and other documents in Client's possession, custody, or control that are reasonably required for the proper performance of the services. AECOM will assume such information, data, and documents provided by Client is accurate and complete and may reasonably rely on the information, data, and documents and other generally accepted sources within the industry without independent verification of their completeness and accuracy. Client will provide, or cause the project site owner to provide, AECOM with the identity and location of all subsurface facilities, conditions, utilities, and obstructions at the project site. AECOM will not be responsible for conditions or consequences arising from relevant facts necessary for the proper performance of the services that were concealed, withheld, or not fully disclosed by Client at the time the project was performed.
16. **No Legal Advice.** AECOM's scope of work involves the provision of professional environmental consulting services only. AECOM is not providing any legal advice to the Client, and no deliverable or services provided by AECOM shall be construed as legal advice or be a substitute for the advice of counsel. Client should consult with its counsel to the extent the Client requires any legal advice or opinion.
17. **Regulatory Agency Review.** AECOM will prepare the deliverable(s) consistent with generally accepted industry standards and attempt to negotiate required NEPA approvals with applicable regulatory agency(ies). AECOM will not be liable or responsible for any delays arising from or the timing associated with the review or approval of the deliverable(s) by the applicable regulatory agency(ies) or any other regulatory or governmental entity. In addition, due to the unpredictable nature of subsurface contamination and negotiations with regulators, AECOM does not and cannot guarantee regulatory approvals.
18. **Site Conditions.** AECOM cannot certify or guarantee that a site is free of environmental contamination. Despite the exercise of due professional care, it is not always possible to locate or identify all hazardous materials, substances, or wastes within or surrounding a project site, and even the most comprehensive scope of services may fail to discover environmental conditions or liabilities at a site due to the presence of utilities, other obstructions, and practical limitations. AECOM's services are subject to the following risk factors that are beyond the reasonable control of AECOM: (1) the services may reveal the presence of existing uncontrolled hazardous or toxic materials, pollutants, wastes, or other substances ("Hazardous Material") at the project site; (ii) the presence of such Hazardous Material at the project site may require disclosure to appropriate local, state, or federal regulatory agencies by the Client; (iii) AECOM's opinions relating to environmental, geologic, and geotechnical conditions are based on limited data, and the actual conditions may vary from those encountered at the times and locations where the data are obtained, despite the exercise of due professional care; (iv) commonly used exploration methods such as drilling or trenching, while often necessary to perform the services, involve an inherent risk of contamination of previously-uncontaminated soils or water by existing uncontrolled Hazardous Material through no fault of AECOM; and (v) despite the exercise of due professional care, subsurface sampling may result in unavoidable contamination of certain subsurface areas, as when a probe or boring device moves through a contaminated area linking it to a subsurface water-bearing strata not previously contaminated and capable of spreading Hazardous Material offsite.
19. **Subsurface Information.** Prior to the performance of the Services, Owner shall provide AECOM with the identity and location of all subsurface facilities, conditions, and obstructions on the Property. AECOM shall have no

and location of all subsurface facilities, conditions, and obstructions on the Property. AECOM shall have no responsibility or liability to Owner for any damages or claims arising from Owner's failure to accurately identify, mark, disclose, or locate such subsurface facilities, obstructions, or improvements to AECOM prior to commencement of the Services.

20. **Standard of Care.** AECOM will perform its services in accordance with the degree of professional skill, quality, and care ordinarily exercised by members of the same profession practicing in the same location at the same time under comparable circumstances and providing services of a similar nature and as expeditiously as is consistent with professional skill and the orderly progress of the services. AECOM makes no other representation or warranty of any kind, whether statutory, oral, written, express or implied, including any implied warranty of performance, merchantability, or fitness for a particular purpose.
21. **Time-Dependency/Time-Sensitivity of Deliverable.** The deliverable(s) to be prepared by AECOM are time dependent. The passage of time may result in changes in technology, economic conditions, site variations, or regulatory provisions that would render the report inaccurate or incomplete, and any use or reliance on the report after the date of issuance as an accurate representation of current site conditions shall be at Client's sole risk.
22. **Waste.** In no event shall AECOM take title to or be liable for disposal or remediation costs associated with any hazardous, non-hazardous, radioactive, toxic, flammable, explosive, infectious, dangerous, or other waste, substances, or materials existing on the Property or generated by Owner or a third party prior to the date that the Services commenced.

September 11, 2025

AECOM Delivering a
better world

REDACTED

The North Carolina Department of Commerce,
Division of Community Revitalization (DCR)

STAFF AUGMENTATION-COMMUNITY DEVELOPMENT BLOCK GRANT-DISASTER RECOVERY EXPERT ADMINISTRATIVE SUPPORT

Request for Proposal No. Doc1677946894

TECHNICAL / PRICING PROPOSAL

Vendor Name: AECOM Technical Services of North Carolina, Inc.

Corporate Office:

300 South Grand Avenue, 9th Floor
Los Angeles, CA 90071
FedContracts@aecom.com

Local Office:

5438 Wade Park Blvd.
Suite 200
Raleigh, NC 27560

Name and Title of an Authorized Representative:

Randy Taylor, QEP
Senior Vice President, Chief Operating Officer
(919) 461-1520
randall.taylor@aecom.com

No actual or potential conflicts of interest exist involving AECOM Technical Services of North Carolina, Inc., our subconsultants or key personnel in responding to this solicitation.

This capability statement includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed-in whole or in part-for any purpose other than to evaluate this response. If, however, a contract is awarded to this offeror as a result of-or in connection with-the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in all pages.

September 11, 2025

AECOM Technical Services of
North Carolina, Inc.
5438 Wade Park Blvd., Suite 200
Raleigh, NC 27560

The North Carolina Department of Commerce
Division of Community Revitalization (DCR)
Angie Dunaway
DCR Procurement Director
delivered via email to: angela.dunaway@commerce.nc.gov

Reference: Staff Augmentation-Community Development Block Grant-Disaster Recovery Expert
Administrative Support, RFP No. Doc1677946894

Dear Selection Committee,

In response to the Staff Augmentation-Community Development Block Grant-Disaster Recovery Expert Administrative Support solicitation, AECOM presents this proposal to the North Carolina Department of Commerce, Division of Community Revitalization (DCR).

We understand that DCR seeks to establish a pool of pre-qualified vendors to support future task orders related to CDBG-DR initiatives. These services will be delivered on an as-needed basis, in close coordination with existing State staff and in alignment with the scope and terms outlined in the Request for Proposals (RFP). AECOM is fully prepared to meet these needs and is committed to demonstrating our capabilities across each Task Order Category for which we seek consideration, showcasing our depth of experience and qualifications to successfully execute the respective assignments.

Our experience as a nationwide leader in the implementation of Community Development Block Grant – (CDBG-DR) programs, including significant contributions in North Carolina, underscores our capability to meet DCR's objectives. We have successfully assisted communities in rebuilding stronger and more resiliently after disasters such as Hurricanes Matthew, Florence, and now Helene.

As a leader in disaster mitigation and recovery, AECOM has directly supported recovery efforts in hundreds of disasters across the country, collaborating with federal and state agencies to integrate innovative and proven strategies for disaster recovery program implementation. Our expertise in identifying and overcoming barriers to adoption enables us to provide actionable strategies tailored to North Carolina's unique environmental and regulatory landscape.

Our tested approach to each of the tasks we are offering support on is further strengthened by our partnerships with industry leaders like iParametrics and Fountainworks, who have prior program management, CDBG, and disaster recovery experience in North Carolina. Together, we bring a proven track record of fostering development of policies and procedures, operational framework, and program implementation for the successful delivery of large disaster recovery programs.


We appreciate the opportunity to support DCR's mission of advancing resilience and innovation in North Carolina. Our team is ready to begin work immediately and is committed to collaborating closely with your team to achieve these objectives. For additional information or clarifications, please feel free to contact our proposed Project Manager Jagadish directly at (301) 655-8898 or email at Jagadish.prakash@aecom.com.

Thank you for considering AECOM as your trusted partner for this critical initiative.

AECOM Technical Services of North Carolina, Inc.

Yours sincerely,


Randy Taylor, QEP
Senior Vice President,
Chief Operating Officer
(919) 461-1520
randall.taylor@aecom.com


Jagadish Prakash, AICP
Associate Vice President, Sr.
Program Management Manager
(301) 655-8898
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2.1

SIGNED EXECUTION PAGES

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894



2.2

SIGNED ADDENDA

- No 1. Dated August 26, 2025, Change to Solicitation and Response to Questions
- No. 2. Dated September 8, 2025, Clarification

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894



BID ADDENDUM

August 26, 2025

FAILURE TO RETURN THIS ADDENDUM MAY SUBJECT YOUR BID TO REJECTION

Solicitation Number	Doc1677946894
Solicitation Description	Staff Augmentation
Addendum Number	1

Solicitation Opening has been extended to **September 11, 2025**.
Submit proposals BEFORE **2:00 pm ET** (by 1:59:59).

CHANGE TO SOLICITATION:

- Section 4.3 PAYMENT STRUCTURE** has been amended to read:
Payment will be a ~~fixed fee~~ not-to-exceed for services based on the scope of work for each task order.
- Attachment C: North Carolina General Contract Terms and Conditions 2(b)** is stricken as written in the original solicitation and is hereby replaced with the following language:

If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, including, without limitation, in these North Carolina General Terms and Conditions, the State shall have the right to terminate the Contract by giving ten days written notice to the Vendor and specifying the effective date thereof. In that event, any or all finished or unfinished deliverables that are prepared by the Vendor under the Contract shall, at the option of the State, become the property of the State (and under any applicable Vendor license to the extent necessary for the State to use such property), and the Vendor shall be entitled to receive just and equitable compensation for any acceptable deliverable completed (or partially completed at the State's option) as to which such option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of the Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State, if insecure as to receiving proper performance or provision of goods deliverables, or if documented Vendor Services performance issues exist, under this Contract, may require at any time a

performance bond or other alternative performance guarantees from a Vendor without expense to the State as provided by applicable law. G.S. 143-52(a); 01 NCAC 05B.1521; G.S. 25-2-609.

If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract for convenience at any time by providing 30 days' notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this Contract shall, at the option of the State, become its property, and under any applicable Vendor license and permits to the extent necessary for the State to use such property. If the Contract is terminated by the State for convenience, the State shall pay for those items or Services for which such option is exercised, less any payment or compensation previously made.

RESPONSE TO QUESTIONS:

State's Responses to Questions Received by the due date and time of August 18, 2025, by 5:00 pm ET. The Question appears exactly as submitted by the Vendor.

	CITATION	VENDOR QUESTION	DCR RESPONSE
1	5.2.7 – Task 7: Needs Assessments, Market Analysis, and Geospatial Support; 5.2.8 – Task 8: Program Performance Monitoring and Evaluation	May vendors include nonbinding annexes (e.g., sample dashboards or geospatial maps) to illustrate technical approach for Tasks 7 and 8, or should responses remain narrative only?	Samples are acceptable.
2	5.1 General (SOR)	For the System of Record (SOR) referenced, does DCR anticipate a required integration with HUD DRGR , or will DRGR be operated separately alongside the SOR?	No, DRGR will be separate from the SOR.
3	4.5 HUB Participation; Attachment E – HUB Information	To confirm: will a woman-owned prime (not HUB-certified) partnering with certified HUB subcontractors be recognized as meeting the State's 10% HUB utilization goal ?	The minority participation goal is for state construction projects for state-owned buildings (N.C.G.S. 143-128.2). Outside of state construction, the state has a policy of encouraging and promoting the use of small, minority, and women-owned businesses (see N.C.G.S. 143-48) but it is not a criterion for award.
4	5.1 General (staffing & hours)	Will remote or hybrid staffing be acceptable if we maintain weekday 8:00 a.m.–5:00 p.m. ET coverage and comply with any required in-person roles?	As described in the RFP, DCR may require in-person roles depending upon program needs. Virtual or hybrid will not meet the in-person requirement for those roles determined to be in-

Addendum 1_Staff Augmentation

			person. In-person needs will be identified in each task order.
5	4.6 Background Checks	Are specific background checks required (e.g., SBI, CJIS, fingerprinting), or will standard vendor HR screenings suffice unless otherwise requested?	Standard HR screenings will suffice unless otherwise requested based on specific needs. Additional background checks may be required for in-person roles.
6	4.2 Pricing; Attachment A – Task Order Categories / Pricing	For pricing, may vendors propose category specific position titles and rates (i.e., rates can differ by Task Order category), provided all rates are not to exceed and inclusive of expenses?	Yes.
7	2.7 Proposal Contents Narrative Response: Vendor Qualifications and Approach Page No: 10	Is it mandatory, the Vendor should meet the Relevant experience with HUD-funded programs (e.g., CDBG-DR, CDBG-MIT, HOME, ESG) or other disaster recovery work as an eligibility to submit the bid	Vendors will not be disqualified for lack of experience, so a bid could be evaluated even without relevant experience. Experience is an important criterion, and lack of experience would be considered a weakness in the evaluation and might result in the vendor not being placed on the contract at all or for a particular task.
8	2.7 Proposal Contents Narrative Response: Vendor Qualifications and Approach Page No: 10	Can CDBG-DR confirm if vendors without experience in HUD-funded programs or other disaster recovery work, may still be considered to bid if they demonstrate strong qualifications in other areas?"	Yes, vendors without experience in HUD-funded programs may still be considered for a bid.
9	No reference citation provided by the Vendor.	Is there an existing incumbent vendor or vendor pool currently providing staff augmentation services for the CDBG-DR program?	Not for the NC Department of Commerce's CDBG-DR programs.
10	No reference citation provided by the Vendor.	Can DCR confirm whether there is a minimum number of personnel the vendors required to propose for each task order category	There are no minimums.
11	2.6 RFP Submittal Page No: 9	Will the Department require both electronic submission through eProcurement <i>and</i> a hard copy, or is electronic submission alone sufficient?	Electronic submission alone is sufficient.

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12	No reference citation provided by the Vendor.	Could DCR please provide more insights regarding vendors may propose staffing levels (labor categories) based on their approach and capacity to meet each task order category?	Based on their experiences with HUD and/or disaster recovery work, vendors should propose how they would staff each task.
13	2.7 Proposal Contents Examples Page No: 10	For Attachment H, are all example projects required to be related specifically to HUD-funded programs and disaster recovery work, or may we include other relevant staffing engagements that demonstrate comparable scope and complexity?	Other relevant staffing engagements are acceptable, though more comparable experience may receive a stronger evaluation.
14	2.7 Proposal Contents Resumes Page No: 10	Can DCR confirm whether it is mandatory to submit minimum of two resumes for all proposed staff for each proposed position or labor category?	It is not mandatory but encouraged for key personnel.
15	No reference citation provided by the Vendor.	Can you confirm whether vendors must be registered with the State of North Carolina at the time of proposal submission?	Vendors do not have to have a Certificate of Authority to Transact Business in NC at the time of submission, but they will be required to obtain one upon contract.
16	No reference citation provided by the Vendor.	Is business registration is required upon award of a contract?	Yes, a Certificate of Authority to Transact Business in North Carolina from the NC Secretary of State's Office is required upon award of a contract.
17	Attachment B North Carolina Instructions to Vendors	Could you please confirm the bid opening date and advise when and where the bid tabulation results will be made available for public viewing?	Per this Addendum the solicitation opening date has been extended to September 11, 2025. Submit proposals by September 11, 2025, BEFORE 2:00 pm ET (by 1:59:59). Per ATTACHMENT B: NORTH CAROLINA INSTRUCTIONS TO VENDORS, paragraph 26 TABULATIONS, " <i>Bid tabulations can be electronically retrieved at the Electronic Vendor Portal (eVP), https://evp.nc.gov</i> ".
18	2.7 Proposal Contents Resumes	Can we submit sample resumes instead of actual staff resumes?	This is not prohibited but may receive a weaker evaluation, as

Addendum 1_Staff Augmentation

	Page No: 10		DCR will not be able to determine actual experience. Sample resumes should be identified as such.
19	2.7 Proposal Contents Examples Page No: 10	For the experience requirements outlined in the RFP, can project examples from subcontractors be included in the proposal, or must all examples reflect the direct past performance of the prime contractor?	Project examples from subcontractors may be included and should be identified as such.
20	2.6 Reference: Section RFP Submittal, Page no: 9	Is there a maximum file size limit for electronic proposal submissions through eProcurement Sourcing?	The file size limit is 100MB. If Vendor response is greater than 100MB Vendors are allowed to "ZIP" the file and upload a zip file. The State must be able to open any file submitted. Per the RFP, " Questions or issues related to using eProcurement Sourcing must be directed to the eProcurement Help Desk at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET ".
21	Offer Checklist Page no: 60	Should the attachments be included within the Technical Proposal?	The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER.
22	Offer Checklist Page no: 60	Should the attachments be submitted as separate files?	The attachments should not be submitted as separate files.
23	4.5 Hub Participation Page no: 16	Is it mandatory for the vendor to meet the 10% HUB participation goal	No. See response to Question #3.
24	No reference citation provided by the Vendor.	Will the vendor's resources be required to work on-site?	Some personnel may be required to work on-site, depending on the task order.
25	No reference citation provided by the Vendor.	Will the vendor's resources be required to work on-site, remotely, or a combination of both?	Depending on the task order, some personnel may be required to work on-site; others will be able to work remotely.
26	5.2.16 Technical Systems Specification & Project Management Page No: 23	Will the vendor be required to provide actual IT development/configuration, or only project management and system specification support?	Only project management system specification support. DCR has issued a separate procurement for a grants management system.

Addendum 1_Staff Augmentation

27	4.3 Payment Structure Page No: 15	Payment is stated as a “fixed fee per task order.” Can you clarify how this aligns with Attachment A’s hourly rate structure? Should vendors present max hourly rates only, with task order pricing later converted into fixed fees?	See clarification at the top of this addendum. Payment will be a NOT-TO-EXCEED amount for services based on the scope of work for each task order.
28	1.0 Purpose and Background (p. 6); 3.1 Method of Award (p. 11–12)	Can the State clarify how many vendors it intends to pre-qualify under this pool, and whether there is a target number of awards and contract value?	The number of prequalified vendors may vary by task and will depend on the applicant pool. The State does not have a target number at this time.
29	2.4 RFP Schedule (p. 8)	We respectfully request a one- to two-week extension to the current proposal submission deadline of September 4, 2025 for Staff Augmentation, Community Development Block Grant-Disaster Recovery, Expert Administrative Support, RFP # Doc1677946894. Due to the complexity and level of detail required, additional time would enable our team to prepare a thorough and high-quality response that fully aligns with the objectives and expectations outlined in the solicitation.	Per this Addendum the solicitation opening date has been extended to September 11, 2025. Submit proposals by September 11, 2025, BEFORE 2:00 pm ET (by 1:59:59).
30	5.3 Task Order Methodology (p. 24)	Will all pre-qualified vendors be invited to respond to each task order, or will DCR use a rotation, shortlisting, or limited competition approach?	The State does not have any information to add to Section 5.3 Task Order Methodology at this time.
31	5.3 Task Order Methodology (p. 24)	Will task order awards be based solely on the hourly rates in Attachment A, or can vendors propose reduced rates or discounts when competing for individual task orders?	Task order awards will not be based solely on hourly rates. Please see the description in Section 5.3 regarding best value. Reduced rates may be acceptable, but the State encourages vendors to submit their best rate in response to this RFP.
32	4.2 Pricing (p. 15); Attachment A (p. 27–28)	The RFP states that hourly rates must be “inclusive of salary, overhead, administrative and other similar fees, travel and other expenses.” Can the State	Travel should be included in the hourly rates and will not be reimbursed separately.

Addendum 1_Staff Augmentation

		confirm that no separate travel reimbursement will be permitted under task orders?	
33	4.2 Pricing (p. 15); Attachment A (p. 27–28)	Are vendors permitted to propose different position titles under different task order categories (e.g., Senior Policy Analyst for Task 1 vs. Analyst for Task 7), or must positions be standardized across all categories?	Vendors may propose different positions titles under different task order categories.
34	5.2.17 Environmental Review (p. 24)	For Task 17, should unit pricing for environmental reviews include the cost of specialized studies (e.g., wetlands delineations, Phase I ESA), or will those be procured separately by DCR or reimbursed as pass-through costs?	Unit pricing will be considered inclusive of any specialized study necessary to complete the review. See response to Question #27.
35	4.2 Pricing (p. 15)	Does the State allow annual rate escalation within the three-year base term, or are hourly rates fixed for all three years?	The table in Attachment A asks for hourly rates each year for three years – the rates do not have to be the same each year but must be identified in the response to this RFP.
36	4.5 HUB Participation (p. 15); Attachment E (p. 55)	Will HUB participation be evaluated during the pre-qualification stage, or only at the task order level?	See response to Question #3.
37	4.9 Insurance Requirements (p. 16–17)	Must vendors demonstrate proof of all required insurance at the time of proposal submission, or is it sufficient to show the ability to obtain coverage prior to task order award?	Proof of insurance coverage is not required at the time of submission, though vendors should indicate their willingness and ability to obtain the required amount of coverage. Proof of insurance will be required prior to any task order award.
38	5.2.14 Communication & Outreach (p. 23)	For communication and outreach deliverables, will DCR provide centralized branding and style guidelines, or should vendors propose their own branding/messaging approach?	Yes, DCR will provide branding and style guidelines. Vendors may draft messaging, subject to DCR final approval.
39	1.0 Scope of Services – Staff Augmentation Page 6	Can the Department clarify whether augmented staff will be embedded onsite at DOC offices or deployed remotely, and if	See response to Question #4, #25.

Addendum 1_Staff Augmentation

		there is a required percentage of onsite vs. remote presence?	
40	1.0 Scope of Services – Staff Augmentation Page 7	Are staff expected to support multiple grant programs simultaneously (e.g., CDBG-DR and other federal disaster recovery grants), or will assignments be dedicated to one program at a time?	As an Agency-Specific Term Contract, this contract could be used for any need within the Department of Commerce. Currently, the intent is to use the contract for CDBG-DR funded Helene Recovery programs. Specific Task Orders will identify the program(s) and assignments needed at that time.
41	1.0 Scope of Services – Disaster Recovery Expertise Page 8	Does “expert support” refer to programmatic advisory roles (e.g., policy, compliance, technical assistance) or operational roles (e.g., processing applications, reviewing files)?	Could apply to either depending upon the respective Task order.
42	3.2 Minimum Qualifications Page 13	Will the Department accept equivalent professional experience in place of formal certifications, particularly in community revitalization, federal grant administration, or disaster recovery?	It depends upon the task order.
43	3.3 Key Personnel Page 14	Are bidders required to name specific personnel in the proposal, or can they submit general position descriptions with resumes provided upon request or at award?	See response to Question #14 and #18.
44	4.0 Deliverables and Reporting Page 18	What are the specific reporting expectations for augmented staff (e.g., weekly timesheets, task completion reports, outcome-based metrics)?	Reporting expectations will be task-dependent and will reflect completion activities and timesheets as needed.
45	4.0 Performance Standards Page 19	How will the Department measure successful augmentation — is it based on hours delivered, tasks completed, or program outcomes?	DCR will measure successful staff augmentation through tasks completed and program outcomes, but will require documentation for billing based on the task order.
46	5.1 Contract Term Page 22	Is there an anticipated maximum number of augmented staff to be engaged at one time, or will this be on a task-order/on-demand basis?	No, it will be task order dependent.

Addendum 1_Staff Augmentation

47	5.2 Compensation Page 23	Will the Department reimburse based on fixed hourly rates per role, or can firms propose blended rates?	See clarification at the top of this addendum. Payment will be a NOT-TO-EXCEED amount for services based on the scope of work for each task order.
48	6.0 Proposal Submission Requirements Page 25	Does the Department require hard-copy submission in addition to electronic, or is electronic submission via email sufficient?	See responses to Question #11 and #72.
49	6.0 Proposal Format Page 27	Is there a required template for resumes and qualifications, or will standard organizational formats be acceptable?	There is no required template; standard formats are acceptable.
50	4.0 Deliverables and Reporting Page 20	Would the Department be open to integrating lightweight third-party engagement tools (such as AskHumans) to gather stakeholder feedback and track satisfaction with augmented staff over time?	Any third-party engagement tools will have to be approved by the NC Department of Information Technology.
51	2.7 Proposal Contents Page 10	Can vendors submit more than three project examples in Attachment H to demonstrate broader HUD-related experience, or will additional examples beyond three be disregarded?	See response to Question #184.
52	4.11 Financial Information Page 17	For privately held firms, will reviewed financial statements prepared by a CPA be acceptable if audited financials are not available?	Please see Section 4.11 re privately owned entities or sole proprietorships, which includes the following language: "Last three years of audited or un-audited accrual-basis financial statements, including an income statement, cash flow statement and balance sheet"
53	4.9 Requirements Page 16	For contracts valued at less than \$1,000,000, will vendors still be required to provide proof of insurance at the higher thresholds outlined in Attachment C, or will minimum statutory coverage suffice?	Vendors should anticipate being required, at the time of the Task Order, to provide proof of insurance in the amounts for Contracts Valued in Excess of \$1,000,000.
54	5.2.1 Development of Policies, Procedures, and SOPs Page 19	Will DCR provide existing policies and templates to be updated, or should vendors plan to create all materials from scratch?	This will vary by task order.

Addendum 1_Staff Augmentation

55	5.2.2 Financial Compliance, Oversight, and Fraud Prevention Page 19	Can DCR clarify whether financial monitoring will include direct oversight of subrecipients' accounting systems, or be limited to compliance reviews?	DCR does not anticipate financial monitoring to include direct oversight of subrecipients' accounting systems.
56	5.2.3 Duplication of Benefits Compliance Page 20	Will DCR provide access to federal and state data systems for DOB checks, or must vendors procure and integrate their own data sources?	DCR will provide access to the data systems.
57	5.2.4 Procurement Compliance and Monitoring Page 20	Should vendors anticipate providing procurement training to subrecipients, or will DCR handle training and vendors focus solely on compliance monitoring?	This will depend upon the task order and needs of subrecipients.
58	5.2.5 Claims, Appeals, and Case Reviews Page 20	Can DCR confirm whether vendors will have direct authority to make eligibility determinations, or will recommendations be reviewed and approved by DCR staff?	DCR staff will review and approve.
59	5.2.7 Needs Assessments, Market Analysis, and Geospatial Support Page 21	Will DCR provide access to state GIS and data repositories, or must vendors rely on publicly available datasets?	DCR can provide access to state data, but the vendor may also choose to use publicly available datasets.
60	5.2.8 Program Performance Monitoring and Evaluation Page 21	Can DCR clarify whether vendors are expected to design new performance metric systems or only provide staff to operate and maintain DCR-selected systems?	Vendors will be expected to help develop and design performance metric systems and conduct program evaluation activities.
61	5.2.8 Program Performance Monitoring and Evaluation Page 21	Will vendors be granted access to the Disaster Recovery Grant Reporting (DRGR) system directly, or will all DRGR reporting be managed through DCR staff?	DRGR reporting will be managed by DCR staff.
62	5.2.8 Program Performance Monitoring and Evaluation Page 21	Should proposed tools for milestone tracking and progress reporting be integrated with the future System of Record (SOR), or will standalone tools be acceptable?	Standalone tools will be acceptable as long as they can at least interface with the SOR to avoid manual data entry.
63	5.2.11 Technical and Engineering Support Page 22	Can DCR clarify whether engineering services must be performed by licensed Professional Engineers (PEs) in	Licensing in the state of North Carolina will not be required for most tasks, however PEs must be knowledgeable of local codes

Addendum 1_Staff Augmentation

		North Carolina, or if equivalent licensed professionals from other states are acceptable?	and requirements sufficient to provide a thorough review and feasibility analysis of projects.
64	5.2.12 Training, Technical Assistance, and Capacity Building Page 22	Should training materials be designed for statewide use and reuse, or should they be tailored to specific subrecipients/programs?	Statewide use.
65	5.2.14 Communication, Public Information, and Outreach Support Page 23	Will DCR provide branding/graphic standards for public-facing materials, or should vendors propose their own?	See response to Question #38.
66	5.2.16 Technical Systems Specification & Project Management Page 23	Can DCR clarify whether the vendor's role is limited to documenting workflows and specifications, or will vendors also be expected to manage vendors providing SOR development services?	Documenting workflows and specifications. DCR will manage vendors providing SOR development services.
67	5.2.16 Technical Systems Specification & Project Management Page 23	Is there an anticipated timeline for finalizing the System of Record (SOR), and will Task 16 vendors be engaged prior to or after system vendor selection?	See response to Question #104.
68	5.2.16 Technical Systems Specification & Project Management Page 23	Will vendors under Task 16 be expected to provide ongoing project management support for system implementation (e.g., sprint planning, testing, user acceptance) or only provide initial specifications?	Anticipated deliverables are workflow and technical specification documentation and project management and monitoring of SOR.
69	5.2.16 Technical Systems Specification & Project Management Page 23	Can DCR clarify if integration requirements with financial management and reporting systems are within scope for Task 16 vendors?	Yes, these could be within scope depending upon the task orders.
70	5.2.17 Environmental Review Page 24	Should vendors provide unit costs inclusive of all required studies (e.g., noise, floodplain, endangered species), or will these be contracted separately as needed?	See response to Question #34.
71	3.4 Evaluation Criteria Page 13	Will DCR assign weighted scoring to the evaluation factors (experience, firm qualifications, methodology, cost), and if so, can	Criteria are listed in order of importance; no specific weights will be assigned.

Addendum 1_Staff Augmentation

		the weights be shared with vendors?	
72	2.6 RFP Submittal Page 8	If a vendor experiences technical issues with the eProcurement portal on the submission deadline, is there an alternate method (e.g., email submission) permitted as backup?	Pursuant to 01 NCAC 05B .0303, e-mail, facsimile, and telephone offers shall not be accepted in response to a Solicitation that is required to be sealed pursuant to Rule .0301. Vendors should not wait until the submission deadline to begin submitting through the portal. Submit well in advance with plenty of time to call the helpdesk for assistance. For training on how to use eProcurement Sourcing, https://eprocurement.nc.gov/training/vendor-training . Questions or issues related to using eProcurement Sourcing must be directed to the eProcurement Help Desk at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET
73	2.7 Proposal Contents, Page 9	Can the vendor include cover letter with the submittal?	Yes
74	18 Subcontracting, Page 46	Is it permissible for a firm to be included as a subcontractor on another firm's response in addition to submitting its own proposal as a prime respondent?	Yes. DCR will ensure there are no conflicts of interest when issuing task orders and making selections.
75	18 Subcontracting, Page 46	Are subcontractors required to complete the attachment forms as well, or is that only required of the prime respondent?	The prime respondent is the responsible entity, so it is only required of the prime respondent for now. Information from subcontractors, such as the lobbying certification, may be required upon contract.
76	3.5 Performance Outside the United States, Page 14	Should the completed form required, Attachment D, be included in the upload of the entire RFP document via the Ariba procurement portal or	See response to Question #21. The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER.

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		separately as an appendix in the submittal?	
77	4.5 Hub Participation, Pages 15-16	Should the completed form required, Attachment E, be included in the upload of the entire RFP document via the Ariba procurement portal or separately as an appendix in the submittal?	See response to Question #21 and #76.
78	4.10 Lobbying Activity Certification for Federal Grants, Page 17	Should the completed forms required, Attachments F & G, be included in the upload of the entire RFP document via the Ariba procurement portal or separately as an appendix in the submittal?	See response to Question #21, #76, and #77.
79	No reference citation provided by the Vendor.	What would be the number of awards you intend to give (approximate number)?	See response to Question #28.
80	No reference citation provided by the Vendor.	What are the estimated funds that are estimated to be allocated for this contract?	Funds allocated to these activities depend upon task orders issued.
81	No reference citation provided by the Vendor.	What is the tentative start date of this engagement?	That will vary by task order, but first tasks could start as early as October 2025 after evaluation committee reviews.
82	No reference citation provided by the Vendor.	What is the work location of the proposed candidates?	See response to Question #4 and #25.
83	No reference citation provided by the Vendor.	Is this a new contract or are there any incumbents? If there is an incumbent, could you please let us know the incumbent name and pricing and are the incumbents eligible to submit the proposal again?	The Division of Community Revitalization (DCR) is a new division and new program. This is a new contract for DCR.
84	No reference citation provided by the Vendor.	Are there any pain points or issues with the current vendor(s)?	See response to Question #83.
85	No reference citation provided by the Vendor.	Could you please share the previous spending on this contract, if any?	See response to Question #83.
86	No reference citation provided by the Vendor.	Is there any mandatory subcontracting requirement for this contract? If yes, Is there any specific goal for the subcontracting?	There is no mandatory subcontracting requirement. Please see NC General T&Cs #18 on page 46 regarding subcontracting.

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87	No reference citation provided by the Vendor.	How many positions were used in the previous contract (approximate)?	See response to Question #83.
88	No reference citation provided by the Vendor.	How many positions will be required per year or throughout the contract term?	This information is not known. Per RFP Section 5.1 GENERAL, <i>"The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs."</i>
89	No reference citation provided by the Vendor.	If the resources we provide at the time of proposal submission are not available at the time of a potential contract award could vendors replace them with equally qualified resources?	Yes, subject to approval of proposed replacement personnel by the Division of Community Revitalization.
90	No reference citation provided by the Vendor.	Can we provide hourly rate ranges in the price proposal?	No, rate ranges per position are not acceptable.
91	No reference citation provided by the Vendor.	Is it entirely onsite work or can it be done remotely to some extent / Does the services need to be delivered onsite or is there a possibility for remote operations and performance?	See response to Question #4 and #25. The specific Task Order will contain requirements, terms, and conditions particular to that project.
92	No reference citation provided by the Vendor.	Are resumes required at the time of proposal submission? If yes, Do we need to submit the actual resumes for proposed candidates or can we submit the sample resumes?	See response to Question #14, #18, #43, and #49.
93	No reference citation provided by the Vendor.	Could you please provide the list of holidays?	2025 State Holidays: September 1 (Labor Day) November 11 (Veterans Day) November 27-28 (Thanksgiving) December 24-26 (Christmas) 2026 State Holidays: January 1 (New Year's Day) January 19 (Martin Luther King Jr. Birthday) April 3 (Good Friday) May 25 (Memorial Day) July 3 (Independence Day) September 7 (Labor Day) November 11 (Veterans Day) November 26-27 (Thanksgiving) December 24, 25, 28 (Christmas)

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94	No reference citation provided by the Vendor.	Are there any mandated Paid Time Off, Vacation, etc.?	This is up to each vendor.
95	5.0 Scope of Work Page 18	If a vendor is selected for inclusion on the STC, will they be required to submit proposals for all subsequent Task Orders within their designated task areas, or will vendors have the discretion to determine which Task Orders they wish to pursue?	Vendors will not be required to respond to subsequent Task Orders.
96	General Clarification (Applicable Across Categories) Section 5.0, Scope of Work Page 18 Section 4.0, Requirements Page 14	For software-driven deliverables, are there preferred platforms or technical standards (e.g., security, integration) DCR requires for training, reporting, or grant management tools?	DCR does not have any preferred platforms. DCR is in the procurement process for a grant management system that could have potential requirements, but they are not yet known. Technical standards will depend on the deliverable and must conform to NCDIT's relevant standards.
97	General Clarification Section 5.2.12, Task 12: Training, Technical Assistance, and Capacity Building Page 22	What is the anticipated volume or scale of training sessions (in-person/virtual) per year? Is there a preferred mode (on-site vs remote) for delivery?	There could be multiple training sessions per year, depending on training needs. The mode of delivery will vary depending on the type of training.
98	General Clarification Section 5.2.12, Task 12: Training, Technical Assistance, and Capacity Building Page 22	Will DCR provide existing training materials or resources for the vendor to build upon, or is the successful proposer expected to develop content from scratch?	Training materials will be developed in collaboration with DCR. The exact training needs are not yet known.
99	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Can you clarify what regulatory areas (e.g., CDBG-DR specifics, HUD rules, state procurement) you anticipate requiring ongoing training for?	The exact training needs are not yet known, but training will likely be needed to ensure compliance with CDBG-DR, HUD, federal, state, and local requirements.
100	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Is there a required certification for trainers or specific credentials preferred in training staff?	No specific certifications are required, but trainers should have expertise in the training that is being provided.
101	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Will the successful proposer be supporting only DCR staff, or will task orders extend to subrecipients and external partners? What is the expected	Per the RFP in task 12, training sessions are for DCR staff, subrecipients, and partners. The expected size of these events is not yet known.

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		attendee profile/size for technical assistance events?	
102	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	What systems or formats do DCR prefer for application intake support? For example, web portals, paper-based, or hybrid?	This is not yet determined due to a system not yet being procured. An interim process is being developed.
103	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Does DCR intend to incorporate any Learning Management System (LMS) or digital training platform as part of this work, or should the vendor propose one?	Currently, DCR does not plan to incorporate a digital training platform.
104	Task 15: Grant Management Section 5.2.15 Page 24	Can you specify which grant management systems (if any) are currently used by DCR, or should vendors recommend/provide their own?	The Division of Community Revitalization (DCR) issued a competitive procurement for a grant management system; offers are under evaluation.
105	Task 15: Grant Management Section 5.2.15 Page 24	Is grant management support expected to include direct interaction with subrecipients regarding compliance or just tools/workflows?	Grants management support could include direct interaction with subrecipients depending on the task.
106	Task 15: Grant Management Section 5.2.15 Page 24	Does DCR seek tools that integrate with HUD reporting systems (e.g., DRGR) or should vendor workflows remain standalone?	Integration with DRGR is not allowed. Data can be uploaded to the system using templates provided by HUD.
107	Task 14: Communication, Public Information, and Outreach Support Section 5.2.14 Page 23	Are there existing branding, accessibility, or language translation standards vendors must adhere to for outreach materials?	See response to Question #38.
108	Task 14: Communication, Public Information, and Outreach Support Section 5.2.14 Page 23	What digital platforms are currently leveraged for public communication (e.g., website, email, social media), and is the vendor intended to manage any of these directly?	DCR uses email, listservs, website, social media, and may implement additional platforms as needed. The vendor is not intended to manage any of these directly.
109	Task 14: Communication, Public Information, and Outreach Support Section 5.2.14 Page 23	For crisis communication protocols, will the vendor act as spokesperson or advisory support only?	Advisory support only.
110	Task 14: Communication, Public Information, and Outreach Support	Are rural/low-connectivity communities a focus for outreach delivery and, if so, what accommodations are preferred?	Yes; accommodations depend on community need but may include in-person meetings, printed materials, or working with local

	Section 5.2.14 Page 23		partners, stakeholders, and other groups directly in the community.
111	Task 8: Program Performance Monitoring & Evaluation Section 5.2.8 Page 21	Does DCR have an existing DRGR or program performance dashboard, or is the vendor expected to implement and operate such a system?	DCR is a new division and does not have a program performance dashboard.
112	Task 8: Program Performance Monitoring & Evaluation Section 5.2.8 Page 21	What KPIs or compliance metrics are used in current monitoring, and will samples/templates be provided to the selected vendor?	DCR has not yet developed KPIs.
113	Task 8: Program Performance Monitoring & Evaluation Section 5.2.8 Page 21	Are site visits, interviews, or fieldwork expected as part of evaluation deliverables, or will work be limited to reporting and data analysis?	Task 8 will mainly be limited to reporting and data analysis and could require interviews. Monitoring is under Task 10.
114	Additional Strategic Questions Section 5.2, Tasks / Deliverables Multiple pages (19–24)	Is there a preferred form and structure for reporting deliverables (e.g., templates, digital uploads)?	No.
115	Additional Strategic Questions Section 5.4, Transition Assistance Page 24	How will transition assistance during closeout (Section 5.4) be handled for technical/software deliverables?	Please see clarification for T&C 2(b) at the top of this Addendum.
116	5.1 Scope of Work - General Page 21	The Scope of work indicates “DCR will utilize a System of Record (SOR) for CDBG-DR grant activities” Has this system of record been finalized, if so. Please indicate.	See response to Question #104.
117	5.2.8 - TASK 8 – Program Performance Monitoring and Evaluation Page 21	The RFP notes the vendor will assist with “performance metric tracking systems.” Does DCR have a preferred project or task management software currently in use?	No.
118	5.2.14 - TASK 14 – Communication, Public Information, and Outreach Support Page 23	The RFP notes the vendor will assist with “language translation.”	Materials may be provided through both oral interpretation and written translation services to people at no cost and these services are available upon

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		Does DCR have a known list of target languages for translation?	request. Meaningful and equal access to federally funded programs and activities is required by Title VI of the Civil Rights Act of 1964.
119	3.4 Evaluation Criteria Page 13	Under Evaluation Criteria 1. Experience, the State lists "Years of experience in the business". Is this the total years of the firm has been in business or total years of experience managing federal/HUD funds?	Please include both in your proposal; HUD and disaster recovery experience is the most relevant.
120	2.7 Proposal Contents Page 9	The RFP requires the disclosure of the respondent's finance information, but the Proposal Contents Section does not list an area to provide that disclosure. Is it OK that the respondent's financial information is provided after 6. Examples?	Yes.
121	2.7 Proposal Contents Page 9 and 10	May respondents provide a cover letter?	See response to Question #73.
122	Attachment E: Historically Underutilized Businesses Information Page 55	If we are utilizing a subcontractor that is a Historically Underutilized Business, may we indicate "Yes" to the questions on the form? What other information in the response will the state require to identify subcontractors?	Attachment E: Historically Underutilized Business Information regards the Vendor submitting the offer (prime contractor). The Vendor may indicate in their offer names of subcontractors and the subcontractor(s) HUB status.
123	2.7 Proposal Contents Pages 9 and 10	Section 2.7 states that "All pages of the RFP should be returned," but Item #2 asks only for "Signed Execution Pages and signed Addenda." Where should bidders attach all pages of the RFP? In the section corresponding to Item #2, or as an attachment to the proposal?	The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER. The entire offer includes information in RFP Section 2.7 PROPOSAL CONTENTS, and all information required by the RFP. The State will not disqualify a Vendor for where in the offer the Vendor elects to place all pages of the RFP.
124	4.9 Insurance Requirements Page 16	This section states that "Vendor shall submit acceptable evidence of insurance with each task order." Please confirm that proof of insurance should be submitted	See response to Question #37.

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		only with task orders, not with this response.	
125	Ariba Sourcing Event, Section 5.1	Please confirm that the upload required in this section should include a complete, signed, and initialed copy of the Solicitation Document, and our unredacted offer, in a single PDF file. (If not, please clarify the intended content to upload.)	<p>eProcurement Sourcing, Section 5.1 VENDOR OFFER, is where to upload the complete and <u>signed UNREDACTED</u> offer. The <u>entire offer</u> should be one (1) pdf file.</p> <p>eProcurement Sourcing, Section 5.3 VENDOR OFFER (REDACTED), is where to upload the REDACTED offer.</p>
126	Ariba Sourcing Event, Section 5.2	This section requests that bidders upload a completed Attachment A, Pricing, in Excel format. However, Attachment A is provided only in PDF format, not in Excel. Is there an Excel version of Attachment A that DCR will provide? Or are bidders expected to replicate the entire content of Attachment A in Excel before completing it and uploading it? Or is Excel only for the pricing table, and the rest of Attachment A should be completed in PDF format? If the latter, are bidders able to upload more than one file in Section 5.2?	<p>eProcurement Sourcing, Section 5.2 ATTACHMENT A: PRICING is where to upload <u>pricing</u> in <u>Excel</u> format. Do not password protect the Excel Price file.</p> <p>There is not an Attachment A: Pricing (in Excel) for Vendors to download. Vendors should replicate in Excel the format shown in Attachment A for pricing submittal.</p> <p>Attachment A (RFP page 26) TASK ORDER CATEGORIES the vendor should return in <u>pdf</u> format. The TASK ORDER CATEGORIES selected by the Vendor should be included in the entire Vendor offer uploaded in Section 5.1 VENDOR OFFER (unredacted).</p>
127	5.2.1 Task 1 – Development of Policies, Procedures, and SOPs Page 19	Will this staff augmentation also support the Workforce Housing for Homeownership (WHO) Program?	Yes, it could potentially support the Workforce Housing for Homeownership (WHO) Program, depending on the requirements of individual task orders.

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128	2.3 Notice to Vendors Regarding RFP Terms and Conditions Page 7	Is there a preferred format for submitting exceptions or redlines in the "Errata and Exceptions" section, i.e., does the State prefer redlines or a statement describing the changes vendor would seek to negotiate upon award?	The State prefers a statement describing the changes vendor would seek to negotiate. The State is not required to consider any proposed modifications and may choose not to negotiate T&Cs.
129	3.4 Evaluation Criteria Page 13	Please confirm the presence of exceptions or redlines to the RFP Terms and Conditions will not impact proposal scoring under the Firm Qualifications or Methodology criteria.	Exceptions or redlines to the T&Cs will not impact scoring; however, the State is not required to consider any proposed modifications and may choose not to negotiate T&Cs.
130	Attachment C, Section 2(b), Default and Termination Page 38	Can the State please define the term "CONTRACTOR" as used in this section? Will the State consider adding this term to its definitions under RFP Section 2.8?	A contractor is a business or entity that agrees to perform work under terms of a contract. DCR will add this term to its definitions under RFP Section 2.8.
131	Attachment C, Section 2(b), Default and Termination Page 38	Please confirm that section 2(b) within Attachment C does not apply to the staff augmentation vendor.	See replacement language at the beginning of this Addendum.
132	Attachment C, Section 2(b), Default and Termination Page 38	Please confirm that delays beyond vendor's control (e.g., force majeure, state or grantee actions, and delays by the State other third parties, etc.) will not trigger liquidated damages.	See clarification at the top of this Addendum regarding 2(b).
133	Attachment B, Section VI, Bid Submission, 23. Valid Taxpayer Information Page 35	Can the State please provide a working link to the Substitute W-9 and Instructions?	https://www.osbm.nc.gov/direct-ed-grants-w-9-form/open . For General Instructions, please refer to the IRS Form W-9 located on the IRS Website (https://www.irs.gov/)
134	Section 4.3, Payment Structure Page 15	The RFP states "Payment will be a fixed fee for services based on the scope of work for each task order," however the state is only requesting not to exceed labor rates (other than for the environmental unit tasks). Please confirm offerors will be able to invoice the state based on the	See clarification at the top of this addendum: Payment will be a NOT-TO-EXCEED amount for services based on the scope of work for each task order.

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		not-to-exceed labor rates for the time and materials portion.	
135	Section 2.1, Request for Proposal and Task Orders Page 7	Can the state provide a sample task order for review?	We do not have a sample task order for review at this time.
136	Section 5.2.17, Task 17 – Environmental Review Page 24	Is there currently a statewide Section 106 Programmatic Agreement which the state utilizes to expedite Section 106 compliance?	No. A statewide PA does not yet exist.
137	Section 5.2.17, Task 17 – Environmental Review Page 24	Given the wide range of complexities and variables of a potential Environmental Impact Statement (EIS), would it be acceptable to omit a cost estimate for EISs? And instead, provide an estimate when more details are known?	A cost estimate should be provided for all levels of review, however vendors may note assumptions utilized to determine their cost estimates.
138	2.7 Proposal Contents, 5. Resumes and Bios Page 10	Can DOC clarify what staff should be considered key personnel?	Key personnel are task-specific.
139	2.7 Proposal Contents, 5. Resumes and Bios Page 10	By encouraging vendors to submit at least two qualified candidates per position or labor category, is this also requesting resumes/bios for every potential candidate? Should there be multiple named candidates proposed for every LCAT, or for support/lower level LCATs can the vendor simply provide a summary of the qualifications that will be met by the individual slated to support in this role?	See response to Question #14, #18, #43, and #49.
140	3.4 Evaluation Criteria Page 13-14	Is DOC able to elaborate further on the criteria/scoring that goes into the narrative evaluation, specifically if any points or weight is assigned to the multiple factors taken into consideration of the best-value evaluation?	See response to Question #71.
141	Attachment C, 2. <u>DEFAULT AND TERMINATION</u> , b) Liquidated damages... Page 38-39	Can DOC clarify if this clause is relevant since the task orders and descriptions do not imply that any single-family reconstruction projects will be done under this contract?	See replacement language at the top of this Addendum.

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142	Attachment B, VI. BID SUBMISSION, 22. <u>INELIGIBLE VENDORS</u> Page 35	Given there are possible monitoring and oversight responsibilities under this contract, can DOC clarify if the vendor selected to provide services for DOC/DCR for the Single-Family Homeowner Recovery program is precluded from pursuing this contract?	Horne, in its capacity as the Single-Family Housing Recovery vendor, is precluded from participating in any monitoring-related task orders for the Single-Family Housing program, as well as any other task orders that would present a conflict of interest.
143	Attachment B, VI. BID SUBMISSION, 22. <u>INELIGIBLE VENDORS</u> Page 35	Given there are possible monitoring and oversight responsibilities under this contract, can DOC clarify if any subcontractor providing services under the prime for the Single-Family Homeowner Recovery program is precluded from pursuing this contract?	Vendors or subcontractors may not monitor or provide oversight for work they have performed themselves. However, they may be included in the pre-qualified vendor pool to support monitoring or oversight for other programs or task orders where no conflict of interest exists.
144	3.5 Performance outside the US Page 14	Does DCR specifically prefer firms that would provide the “option” to offshore some of the awarded work, or is this merely the disclosure of where each firm employee resides?	No, DCR does not specifically prefer firms that offshore work. The request is solely for disclosure of where each firm’s employees reside.
145	4.3 Payment Structure Page 15	Please clarify the “fixed fee for services based on the scope of work for each task order” statement. It is our understanding that this RFP is the vehicle for interested firms to get into a pre-approved pool of vendors for future work considerations. Please confirm that this fixed fee seems to be referencing future opportunities for firms that achieve pre approval status, to submit “fixed fee” task order bids for future work RFP’s. Our interpretation is that there will be no fixed fee submittals for this specific RFP, only a detailed hourly rate card for any Task Order Categories that our firm is interested in	That is correct. See clarification at the top of this Addendum.

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		responding, will be submitted, correct?	
146	4.8 Vendor's Representations Page 16	Please confirm whether the selected vendor will be classified as a contractor rather than a subrecipient?	The selected vendor will be classified as a contractor.
147	5.1 General (Scope of Work) Page 18	Please confirm whether these tasks pertain to full-team capabilities rather than being specific to any one vendor?	If this question is referring to partners and subcontractors, then the tasks pertain to full-team capabilities (including partners and subcontractors).
148	5.1 General (Scope of Work) Page 18	For tasks similar to previous DCR CDBG-DR RFPs, does DCR expect to engage vendors for expanded scopes of work not previously contemplated, or only in the event of identified limitations with selected vendor for those RFPs?	DCR recognizes that either of these is possible – unanticipated work as well as limitations with another selected vendor. DCR will distribute tasks among vendors depending on its need and the vendors' qualifications and experience.
149	5.2 Tasks/Deliverables Page 19	<p>Would selected vendor(s) for the below tasks assist work in conjunction or in the alternative potentially to vendor(s) selected to perform the Scope of Work envisioned in RFP# DPC-646236801-MT?</p> <ul style="list-style-type: none"> • Financial Compliance, Oversight, and Fraud Prevention. • Duplication of Benefits (DOB) Compliance. • Procurement Compliance and Monitoring. • Program Performance Monitoring and Evaluation. • Civil Rights, Fair Housing, Labor Standards, and Historic Preservation. • Audit Readiness and Monitoring Support. • Training, Technical Assistance, and Capacity Building. • Grant Management. 	DCR will distribute tasks among vendors on this contract and on State Term Contract 8411A depending on its need and the vendors' qualifications and experience. DCR intends to separate tasks, but some collaboration may be required.
150	5.2.1 Task 1 – Development of Policies, Procedures, and	Is the service of assisting in the "Development of Policies, Procedures, and Standard	Anticipated for both Action Plan programs and general grants management.

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	Standard Operating Procedures (SOPs) Page 19	Operating Procedures (SOPs)" envisioned as something that would be done for each Action Plan program or for more general CDBG-DR grant management needs?	
151	5.2.13 Task 13 – Relocation Program (URA/TRA) Development and Compliance Support Page 22-23	Is the service of assisting with "Relocation Program Development and Compliance Support" envisioned as something that would be done as a separate program and contract from current contracts with vendors operating the Renew NC Reconstruction and Rehabilitation for Owner-Occupied Units Program?	The service of assisting with "Relocation Program Development and Compliance Support" is envisioned as something that would support URA compliance within housing, infrastructure, and/or economic revitalization programs, as required.
152	5.2.14 Task 14 – Communication, Public Information, and Outreach Support Page 23	Is the service of assisting with "Communication, Public Information, and Outreach Support" envisioned as something that would be done for each Action Plan program or specific ones?	The service of assisting with "Communication, Public Information, and Outreach Support" is envisioned as being available for all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.
153	5.2.16 Task16 – Technical Systems Specification & Project Management Page 23	Is the service of assisting with "Technical Systems Specification & Project Management" envisioned as something that would be done as an overarching service across all Action Plan programs or specific ones?	The service of assisting with "Technical Systems Specification & Project Management" is envisioned as an overarching service available across all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.
154	5.2.5 Task 5 – Claims, Appeals, and Case Reviews Page 20	Is the service of assisting with "Claims, Appeals, and Case Reviews" envisioned as something that would be done for each Action Plan program or specific ones?	The service of assisting with "Claims, Appeals, and Case Reviews" is envisioned as being available for all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.

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155	5.2.7 Task 7 – Needs Assessments, Market Analysis, and Geospatial Support Page 21	Is the service of assisting with “Needs Assessments, Market Analysis, and Geospatial Support” envisioned as something that would be done for each Action Plan program or specific ones?	The service of assisting with “Needs Assessments, Market Analysis, and Geospatial Support” is envisioned as being available for all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.
156	5.0 Scope of Work Page 18	Are the selected vendors of this RFP expected to support Hurricane Helene efforts and reporting to current Program Manager, Horne; or is this exclusively related to future events.	The selected vendors of this RFP are expected to support DCR. Horne is providing implementation services to one of the five DCR programs outlined in the Action Plan.
157	5.2.3 Page 20	Does DCR currently have access to benefits datasets required for the duplication of benefits calculation at beneficiary and property level?	Yes.
158	5.2.16 Page 23	What platform/products does DCR intend to use as the system of record?	See response to Question #104.
159	5.2.16 Page 23	Does DCR expect the system of record to integrate with financial or other agency/State-owned system.	Yes.
160	2.7 Proposal Contents/ 5. Resumes and Bios Page 10	For the “two qualified candidates per position or labor category”, is this by overall service or by billing rate?	See response to Question #14, #18, #43, and #49.
161	5.2.17 TASK 17 – Environmental Review Page 24	Do you anticipate any SEPA documentation under Task 17?	Yes. NEPA compliance will require the state to follow any applicable SEPA requirements.
162	5.2.17 TASK 17 – Environmental Review / Anticipated Deliverables Page 24 —and— Attachment A – Pricing Page 28	For Task 17 we are being asked to provide Unit Costs for Environmental Reviews (ER) on the basis of the required <i>level</i> of the review. However, different project reviews at the <i>same level</i> may have significantly different costs associated with them based on site-specific conditions requiring additional assessment/studies (e.g. Phase I	Vendors are welcome to provide any project assumptions along with their cost estimates however project costs must be sufficient to include any information necessary for a compliant NEPA review.

		and/or Phase II ESAs, wetlands delineation, etc.) to produce a compliant ER. Costs for these additional assessments may exceed the typical unit cost by a factor of 10 or more. How do we account for these potential differences in costs for the purpose of submitting unit costs?	
163	5.2 TASKS / DELIVERABLES Task 9 (section 5.2.9) Page 21	<p>The section requests technical assistance "including but not limited to civil rights, fair housing, labor standards, and historic preservation."</p> <p>It appears as if the intention of the RFP is for firms to propose on a full task; however, there are firms that specialize in historic preservation and Section 106 consultation without any expertise in items like fair housing and labor standards.</p> <p>Would it be permissible for a firm to propose on a subset of services within a Task? Specifically for Task 9, can a firm provide qualifications for work involving Section 106 consultation and other historic resources services but not the other scope items within Task 9?</p>	The vendor or its team should be able to respond to all tasks and deliverables within task 9. DCR may or may not issue task orders for all of these activities.
164	4.11 FINANCIAL INFORMATION Page 17	Can submit financial statements directly instead of including in the response, o avoid any unintentional disclosure given the highly confidential nature of the information?	No, all documents that are part of the proposal should be submitted in one pdf file in the sourcing tool, as described in the RFP. A redacted version should be submitted separately.
165	5.1 General Page 18	Does the State have an estimate of how many staff will be activated for this contract?	See response to Question #88. This information is not known. Per RFP Section 5.1 GENERAL, <i>"The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs."</i>

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166	5.1 General Page 18	How many staff has the State hired on previous staff augmentation contracts for CDBG-DR program?	See response to Question #83. The Division of Community Revitalization (DCR) is a new division and new program. This is a new contract for DCR. The number of staff hired via staff augmentation contracts by agencies other than the Department of Commerce, Division of Community Revitalization, the information would need to be obtained from that respective agency.
167	3.1 Method of Award Page 11-12	Does the State have an estimate of how many vendors will be awarded per Task?	See response to Question #28.
168	2.7 Proposal Contents, Item 5. Resumes and Bios Page 10	Does the State intend for vendors to provide 2 resumes per position listed in the cost form, 2 resumes per Task, or other?	Two resumes for each position listed in the cost form.
169	2.1 Request for Proposals and Task Orders Page 7	How will task orders be issued among the pre-qualified pool of vendors? Competition, Low Price, DCR's discretion, other?	See responses to Question #28 and #31.
170	5.1 General Page 18	Should the hourly rate provided for a task consider the position as remote or on location position?	See response to Question #32.
171	5.2.3 - Task 3- Duplication of benefits (DOB) Compliance Page 20	Will the staff augmentation vendor complete all DOB verifications for Horne LLP, or only assist in case of the lack of capacity?	The staff augmentation vendor may assist the Single Family Housing program only in case of lack of capacity, though it will assist with DOB for other state-run CDBG-DR programs.
172	5.2.5 & 5.2.10 Page 20 & 22	With the exception of the Appeals responsibility, how do responsibilities between 5.2.5- Task 5 on page 20 differ from 5.2.10: Task 10 on page 22?	Task 5 is for appeals, and Task 10 is for monitoring of grants.
173	5.1 General Page 18	Once a selected-pool vendor is notified of being activated, how much lead time is expected between notification and implementation of responsibilities?	Once a vendor is selected for a particular task order, the time to begin implementation will be fairly short. It will depend upon the task.
174	5.2.3-Task Order 3 Duplication of Benefits (DOB) Compliance	What data sources will be available to the contractor to analyze duplication of benefits?	DCR has data-sharing agreements in place with SBA,

Addendum 1_Staff Augmentation

	Page 20		NFIP, NC Emergency Management and FEMA
175	2.7 Proposal Contents Page 10	Will the state accept personnel experience in lieu of firm experience?	The RFP requires personnel and firm experience.
176	2.7 Proposal Contents Page 10	Will the state consider the firm's broader experience in disaster recovery?	As stated in the RFP, vendor qualifications include experience with HUD-funded programs or other disaster recovery work.
177	5.3 Task Order Methodology Page 24	In Section 5.3, the State says, "DCR will issue task orders, as the need arises, to at least two vendors qualified in that category." Does the state intend to issue a task order to all qualified vendors for a specific task or a selected few?	See response to Question #30.
178	5.0 Scope of Work Page 18	The RFP states that some tasks may require vendors to report to an office provided by the State. Which tasks are projected to have this requirement?	See response to Question #4, #25
179	5.0 Scope of Work Page 18	Can the State confirm if both biographies and resumes are required?	Per the RFP, resumes or biographies must be provided for all key personnel proposed.
180	No reference citation provided by the Vendor.	Please identify the current vendor(s) providing the services outlined in this RFP, and provide the corresponding contract number(s) and period of performance for each.	See response to Question #9.
181	No reference citation provided by the Vendor.	Will the State consider out-of-state vendors for prime contractor roles if all work is performed during North Carolina business hours and personnel can travel on-site as needed?	Yes.
182	2.7 Proposal Contents Page 9	Please confirm whether the State prefers the proposal to be submitted as a single consolidated PDF within the eVP system, or as separate files for the technical proposal, pricing, and attachments.	See response to Question #21, #22, #76, #123, #125, and #126. Yes, the State prefers the proposal to be submitted as a single consolidated PDF in eProcurement Sourcing in Section 5.1 VENDOR OFFER.

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			Pricing should be submitted in Excel format in eProcurement Sourcing Section 5.2 ATTACHMENT A: PRICING.
183	2.7 Proposal Contents Page 9	Kindly confirm whether specific formatting requirements ,e.g., font size, font type, margin settings, apply to the technical narrative, resumes, or attachments.	There are no formatting requirements.
184	2.7 Proposal Contents Page 9	Please clarify whether any page limitations apply to the technical narrative, and whether required attachments (e.g., resumes, forms, references) are excluded from any applicable page count.	There is not a page limitation; however, Vendors are requested to keep offers concise and not to include marketing material.
185	2.7 Proposal Contents Page 9	The RFP states that "All pages of the RFP should be returned." Please clarify whether the agency requires vendors to return the entire RFP document (including all pages) as part of the proposal submission, or only the completed forms and required attachments.	All pages of the RFP should be returned as part of the proposal submission. The entire document would become part of the contract between the vendor and DCR if the vendor is awarded, so it should be signed and submitted in full.
186	2.7 Proposal Contents 5. Resumes and Bio Page 10	At the prequalification stage, will the State accept sample resumes for labor categories, or must all the proposed personnel be confirmed and committed for potential task orders?	See response to Question #14, #18, #43, and #49.
187	2.7 Proposal Contents 5. Resumes and Bio Page 10	Could the agency please clarify which specific labor categories will be required under this contract and the expected experience and skill sets associated with each?	These labor categories are task-specific and will vary by task.
188	2.7 Proposal Contents 6. Examples Page 10	Please confirm whether past performance from proposed subcontractors may be included in Attachment H	See response to Question #19
189	2.7 Proposal Contents 6. Examples Page 10	Are state ,local government or federal disaster recovery programs (non-HUD funded) considered acceptable relevant experience if they demonstrate	As stated in the RFP, vendor qualifications include experience with HUD-funded programs or other disaster recovery work. Lack of such experience could be

Addendum 1_Staff Augmentation

		comparable scope and complexity?	evaluated as a weakness in the proposal.
190	5.0 SCOPE OF WORK 5.1 GENERAL Page 18	Please clarify the expected ratio of on-site versus remote work for personnel under this contract.	The determination of on-site versus remote work will be based on program needs. DCR does not have an estimate at this time.
191	5.1 General Page 18	Can vendors add or remove task order categories after initial qualification, or must their selections remain fixed for the three-year contract term?	Vendors can remove task order categories, but the agency may not allow addition of task order categories.
192	4.7 Personnel Page 16	What is the process and expected timeline for DCR approval of key personnel substitutions, and how will delays in approval affect active task orders?	The expected process is that the vendor will notify the State in writing of any changes, and the State will attempt to respond in writing with a decision within 5 business days.
193	4.11 Financial Information Pages 17–18	For privately held firms, will unaudited financial statements be acceptable if audited statements are unavailable, and what level of detail must be disclosed for contingent liabilities?	See answer to Question #52. Vendor should provide sufficient detail for DCR to “determine: whether the Vendor has sufficient ability to perform the Contract; whether the Vendor is able to meet its short term obligations, debts, liabilities, payroll, and expenses; whether Vendor has provided complete, reliable and accurate financial information regarding its business operation; whether the Vendor is financially solvent; and whether Vendor has sufficient cash flow and/or available financing from a financial institution to perform the proposed contract for an extended period without receiving payment from the State.” (per Section 4.11)
194	2.6 RFP Submittal Page 9	Since redacted copies of proposals are required, what criteria will DCR use to determine whether a vendor’s confidentiality designations are	The State does not create “criteria” to make such determinations but follows the Public Records Act. Initially, the State may accept the Vendor’s redactions and assume they were

Addendum 1_Staff Augmentation

		accepted or overruled under the Public Records Act?	made on a good faith basis. The State generally gives Vendors notice and an opportunity to defend their redactions if the State receives a request to provide unredacted information. Vendors are reminded that all redacted versions of the contracts must be posted on DCR's website.
195	4.9 Insurance Requirements Page 16	Will the insurance requirements outlined in Attachment C apply to the master agreement as a whole, or only to individual task orders valued in excess of \$1,000,000?	Vendors should anticipate being required, at the time of the Task Order, to provide proof of insurance in the amounts for Contracts Valued in Excess of \$1,000,000.
196	3.4 Evaluation Criteria Pages 13–14	While the RFP lists evaluation criteria in order of importance, will DCR publish specific scoring percentages or weights associated with each factor?	See response to Question #71.
197	4.7 Personnel Page 16	Are subcontractors allowed to be proposed at the pool qualification stage, or must they be identified and approved only when responding to specific task orders?	Subcontractors should be proposed in the vendor's response to this RFP for the qualification stage.
198	5.4 Transition Assistance Page 24	What specific activities are expected under "transition assistance"—for example, data/system turnover, staff training, or ongoing service delivery until a new vendor is operational?	See response to Question #115.
199	5.1 General Page 18	Since the SOR has not yet been finalized, what level of responsibility will vendors bear in its implementation and maintenance (for example, configuration, user support, or system administration)?	Vendors in this RFP shall not be responsible for the implementation or ongoing maintenance of the System of Record (SOR).
200	5.2.17 Environmental Review Page 24	Must vendors provide unit costs for all levels of environmental review and reevaluations, even if they intend to compete only for selected review levels?	Vendors must provide costs for all areas in which costs are required to be provided.

Addendum 1_Staff Augmentation

201	No reference citation provided by the Vendor.	Are firms that hold disaster recovery contracts that include CDBG-DR support services for Helene impacted municipalities precluded from bidding on this contract?	No; however if a conflict of interest exists, the firm may be prohibited from working on specific task orders.
202	2.7 Page 10	Section Language: 5. Resumes and Bios. This section states, "Vendors are encouraged to submit at least two qualified candidates per position or labor category, where applicable." Question: Please confirm the two candidates per position is only applicable to key staff and not all staff listed to support the project.	See response to Question #14, #18, #43, and #49.
203	4.5 Page 16	Section Language: HUB Participation. States, "...Vendors that are minority owned or have a strategic plan to support the State's Historically Underutilized Business program by meeting or exceeding the goal of 10% utilization of diverse firms as 1st or 2nd tier subcontractors. Vendor shall complete ATTACHMENT E: HUB SUPPLEMENTAL VENDOR INFORMATION" Question: This section states there is a HUB Certified goal of 10% met by a prime or subcontract certified firm; however, Attachment E appears to only inquire the state of a prime vendors HUB status. Please confirm if non-HUB-certified firms who partner with HUB-certified subcontractors will receive the same evaluation scoring. Or is the evaluation only applicable to prime firms.	See response to Question #3 and #122.
204	Offeror Checklist Page 60	Section Language: Signed Offer. Submit the complete RFP, not just the signature page.	Inserting the Vendor name in the top right corner of each RFP page

		Question: Please confirm whether vendors should be placing their firm name at the top of each page of the RFP in this section.	is encouraged, but is not required.
205	2.7 Proposal Contents (page 9) and Section 4.2 Pricing (page 15)	The cost proposal is not listed under the components. Please clarify where it should be included.	See response to Question #126.
206	4.11 Financial Information (Page 17) and 2.7 Proposal Contents	This section requires submittal of financial information, but that is not listed in Section 2.7 Proposal Content. Please clarify where it should be included.	Financial information may be included anywhere in the proposal; most vendors typically include it towards the end or last.
207	2.7 Proposal Contents (page 10) and 4.1 Task Order Categories (page 14)	The instructions for Section 4 "Narrative Response: Vendor Qualifications and Approach" appear to focus on past project experience and qualifications and capacity of staff. Please confirm that you are not looking for an actual technical approach response to each task in the scope of work?	As stated in the RFP, "for each task order category that Vendor wishes to be considered Vendor proposal should demonstrate specific proof of experience and qualifications to carry out the respective task." Based on the vendor's experience, it will need to generally describe a staffing plan, how Vendor will ensure quality and timely services, and how Vendor will ramp up services across the task order categories. Vendors should describe their experience in each specific category for which they wish to be prequalified. Vendors can provide a more specific technical approach in response to individual task orders.

Execute Addendum:

VENDOR: AECOM Technical Services of North Carolina, Inc.

AUTHORIZED SIGNATURE: 

NAME and TITLE (Print or Typed): Randy Taylor, Senior Vice President, Chief Operating Officer

DATE: September 11, 2025



BID ADDENDUM #2

September 8, 2025

THIS ADDENDUM DOES NOT NEED TO BE RETURNED.

Solicitation Number	Doc1677946894
Solicitation Description	Staff Augmentation
Addendum Number	2

Solicitation Opening remains **September 11, 2025.**

Submit proposals BEFORE **2:00 pm ET (by 1:59:59).**

CLARIFICATION:

1. The electronic Vendor Portal (eVP) will indicate there are three addendums when this addendum (Addendum #2) is posted to eVP. There are only two (2) addendums. Addendum #1 is questions and answers. Addendum #2 is this addendum. When the solicitation opening date was changed from September 4, 2025, to September 11, 2025, the system indicates this date change as an addendum.

The below is intended to clarify the information in eVP.

Addenda

Created On ↑	Name	Addendum / Change Description
8/26/2025 7:07 PM	Staff Augmentation; CDBG-DR Addendum - 1	Questions & Answers This solicitation has been modified in Ariba and posted as an addendum. Please log in to Ariba and review for any updates.
8/26/2025 7:10 PM	Staff Augmentation; CDBG-DR Addendum - 2	Bid Opening Extended This solicitation has been modified in Ariba and posted as an addendum. Please log in to Ariba and review for any updates.

ADDENDUM - 3 THIS ADDENDUM.

2. The state inadvertently did not include a question in Addendum #1 that was submitted by the due date/time of August 18, 2025, by 5:00 pm ET. The Question appears exactly as submitted by the Vendor.

Question #	CITATION	VENDOR QUESTION	DCR RESPONSE
208	No reference citation provided by the Vendor.	Are firms that hold disaster recovery contracts that include CDBG-DR support services for Helene impacted municipalities precluded from bidding on this contract?	No. However, DCR will not allow conflicts of interest, so the firms assisting municipalities may not be able to receive task orders for certain projects.



3.0

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Proposal Number: Doc1677946894

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Appendix

 Attachment A – Task Order Categories and Pricing

 Attachment D – Location of Workers Utilized by Vendor

 Attachment E – Hub Supplemental Vendor Information

 Attachment F – Certification for Contracts, Grants, Loans, and Cooperative Agreements

 Attachment G – Disclosure of Lobbying Activities (OMB Standard Form LLL)

 Attachment H – Experience

 Exceptions

 Request for Proposal

 Financial Information

Crosswalk of Evaluation Criteria and Proposal Contents

We have organized this document so that it follows the order indicated in *RFP §2.7-Proposal Contents*. To assist with evaluation, we have provided our Table of Contents as well as our crosswalk of the evaluation criteria.

EVALUATION CRITERIA	Section
1. EXPERIENCE	
a. Experience with CDBG-DR programs	4.2
	4.3
	4.6
	6.1
b. Experience with relevant policies and requirements	4.2
	4.3
	4.4
c. Years of experience in the business	4.1
d. Examples of projects of similar type and size performed within the last five years	6.1 Attachment H- Experience
2. FIRM QUALIFICATIONS	
a. Conformity with the specifications and ability to meet minimum requirements	4.0
	4.4
	5.0
b. Financial stability and solvency	Appendix- Financial Information
i. Ability to meet short-term obligations, debts, liabilities, payroll, and expenses	Appendix 10K Forms
ii. Sufficient cash flow and/or available financing from a financial institution to perform the proposed contract until receiving payment from the state	Appendix 10K Forms
c. Ability and capacity to perform the work	4.2
	4.5
	5.0
3. PROPOSED METHODOLOGY and TECHNICAL PROPOSAL	
a. Staffing plan	4.3
	5.0
b. How Vendor will ensure quality and timely services	4.0
	4.3
	4.4
c. How Vendor will ramp up services across the task order categories	4.3
4. COST	
a. Hourly rate per position per task order category	Appendix Attachment A- Pricing



4.0 NARRATIVE RESPONSE: VENDOR QUALIFICATIONS AND APPROACH

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

4.0 NARRATIVE RESPONSE: VENDOR QUALIFICATIONS AND APPROACH

4.1 A Brief History of the Organization

AECOM: From disaster recovery and resiliency planning, to engineering, design and environmental planning, among many other services, AECOM has earned a reputation as a leader in developing innovative solutions to meet the complex and ever-changing needs of our clients. As one of the nation's premier engineering, design, environmental, planning, and program/project/construction management firms, we combine our technical expertise and creative excellence to provide fully integrated capabilities to a broad range of markets. Our approach to projects delivers consistency, longevity, high quality, and cost/time efficiencies.

We bring over 30 years of disaster recovery and resilience expertise, including partnering with federal, state and local agencies to manage federal grant funding such as HUD CDBG-DR. In addition to FEMA and HUD disaster grants, we excel in identifying additional funding sources and managing compliance requirements, assuring our clients that we can secure resources for both short-term recovery and long-term resilience.

We became an independent company formed by the merger of five entities; while our official founding was in 1990, many of our predecessor firms had distinguished histories which date back more than 120 years.

Since then, more than 50 companies have joined us. As a member of the Fortune 500 list, AECOM is one of the most respected professional service providers in the world. Our 51,000+ employees and 166 office locations enable us to deliver global expertise and an understanding of local cultures.

Our team was carefully selected to meet the needs of North Carolina. We are able to keep this simple by having two trusted firms to our team. They are iParametrics and Fountainworks. Both are highly respected not only in North Carolina but nationally.

iParametrics: iParametrics is a national emergency-management and cost-engineering firm with 21 years of service, support to 75 + disasters in all 50 states, nearly 100 employees at DCR's disposal, and deep North Carolina footprint. Our public assistance (PA) and CDBG specialists have operated as a FEMA Public Assistance subcontractor since 2003, giving us granular knowledge of the latest HUD/FEMA policy. We deploy quickly, stay in constant contact with local officials, and tailor every program to client-specific CDBG-DR, NFIP and mitigation requirements.



Fountainworks: Fountainworks is a small, local management and facilitation consulting firm founded in 2003 and based in Durham, NC, specializing in strategic planning, leadership development, and partnership building for public sector and mission-driven organizations. With over 20 years of experience and more than 500 completed projects, we help public leaders navigate complexity, lead with purpose, and amplify their impact through tailored support grounded in human-centered design. Our approach lives at the intersection of vision and execution, ensuring our clients not only set clear direction but are equipped to follow through with meaningful, lasting results.



At the heart of our work is a commitment to collaboration, creativity, and unlocking the full potential of people and systems. We make complex discussions tangible through visual facilitation methods and create spaces where everyone feels heard, valued, and engaged. Our team maintains a 98% client satisfaction rating and 4.9/5.0 average satisfaction score, with clients consistently recommending our services for strategic planning, organizational culture development, performance management systems, and cross-sector partnership building.



Program Understanding

Helene's impacts made it one of the deadliest U.S. storms of the 21st century. With 39 FEMA-designated counties and an estimated 4.6 million people (more than 40% of the State's population) applying for federal disaster assistance.

Storms aren't getting any smaller, so the **timely** preparation and response to the needs of a HUD funded CDBG-DR program is of critical importance. Our team is here at the ready to support and respond to North Carolina's needs driven by future disasters just like Helene and the many storms that came before.

AECOM's approach is tailored to meet North Carolina's specific needs using experience gained through our long history of supporting disaster recovery efforts for Federal, State, and local communities since the 1990s. The foundation of our understanding for disaster-driven programs is informed by our response to approximately 350 disasters in the last three decades, with a total combined project value of over \$50B.

North Carolina is our home and our extensive history of State and national work with disaster recovery and resiliency makes us eager to support North Carolina communities in driving long-term sustainable recovery. We stand ready, with a team of accomplished professionals that have spent decades serving North Carolina in disaster mitigation, response, recovery, and preparedness, to meet the need for each of the tasks identified in the Request for Proposal #Doc1677946894 for Staff Augmentation and Administrative Support for CDBG-DR programs.





Since Hurricane Floyd in 1999, North Carolina has invested millions in flood resiliency, with AECOM as a key partner. Together, we've pioneered innovations and set national benchmarks in flood risk management, enhancing protection for critical infrastructure and communities. With our extensive experience, we are ready to help North Carolina develop an actionable blueprint that will shape flood resilience statewide.

4.2 Relevant Experience with HUD-Funded Programs (e.g., CDBG-DR, CDBG-MIT, HOME, ESG) or Other Disaster Recovery Work

Through our experience with CDBG-DR housing programs we have gained and understanding of the necessary program design, construction management, policies, procedures, forms, and systems needed to provide permanent housing solutions. Our practice has been to work with each individual impacted community to develop elevations and floorplans that work for their local stakeholders. When working to deliver large scale disaster recovery programs for the South East Texas Regional Planning Commission (SETRPC) Program, the Lower Rio Grande Valley Development Council, and across 25 counties for the State of North Carolina, the AECOM Team worked with individual municipalities to adapt the Program to fit their local needs by providing a design environment that was conducive to comfort, community, local codes, and historical aesthetics.

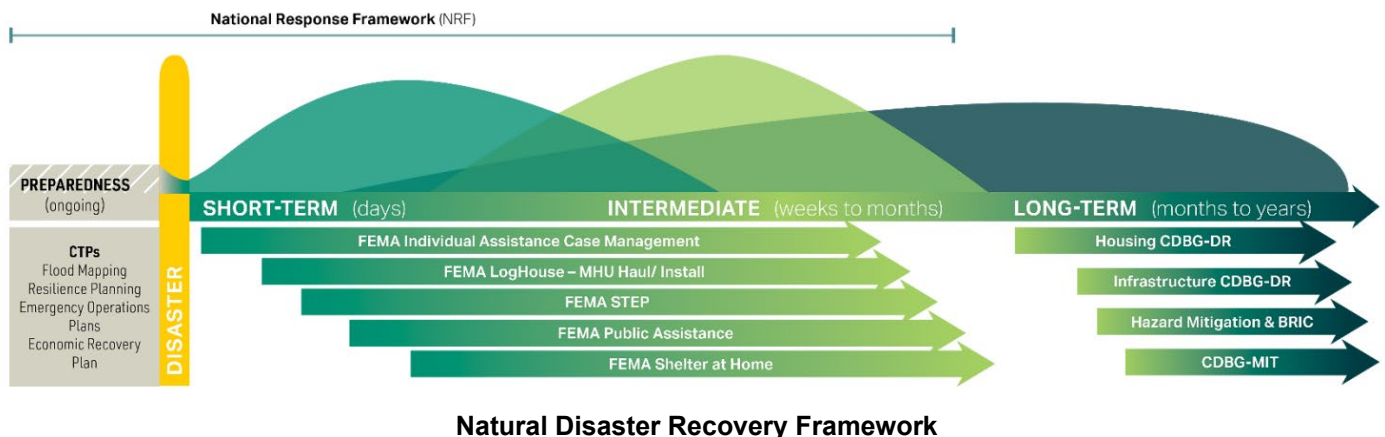
The AECOM Team has a legacy of being crucial partners in disaster recovery programs across the nation. From small but integral supporting roles to large scale Construction and Program Management offering full turn-key services, the AECOM Team is comprised of response and recovery experts. We understand that the disaster is not over until all effected residents have a structurally sound and safe community environment.

- AECOM has responded to 600+ disasters and 1,000+ project assignments as well as successfully executing the concurrent management of 100+ task orders in multiple locations and rapid deployment of staff. AECOM's resourcefulness has enabled us to deploy staff on a less-than-48-hour notice hundreds of times, sending 400+ people to help within hours of major disasters occurring.
- AECOM has implemented over 40 major programs across North America, successfully overseeing over \$50B in improvements.

- Under the CDBG-DR housing program, AECOM has helped over 30,000 homeowners in Louisiana, Mississippi, Texas, New Jersey, and New York rebuild after catastrophic events.
- **Fountainworks** is actively supporting multiple Western North Carolina communities in their recovery from Hurricane Helene. We are providing comprehensive strategic planning and facilitation services to the City of Hendersonville, including designing Recovery Strategy Sessions, leading Management Team and Council retreats, and providing ongoing guidance on resource allocation and long-term recovery strategies. Similarly, we are partnering with the Town of Black Mountain through a "Training for Public Assistance" initiative, facilitating Council recovery strategy training sessions and supporting long-term infrastructure planning. Additionally, we are supporting the City of Asheville's Council and Boards in advancing community recovery through strategic advising and ongoing guidance to define recovery priorities and align long-term recovery vision. 
- **iParametrics** is currently tasked with leading recovery efforts for Henderson County, the City of Hendersonville, the Henderson County Housing Authority, Blue Ridge Community College, and the Henderson County School District by providing expertise in FEMA Public Assistance, HUD CDBG-DR, hazard mitigation, and long-term recovery planning. The team is working closely with County leadership to secure and maximize federal funding. Tasks include damage assessments, benefit-cost analyses, grant application development, and the coordination of recovery programs across multiple funding streams. The goal is not only to restore what was lost but to enhance the County's resilience and capacity to withstand future disasters. 

With a deep bench of staff trained in CDBG-DR policy and implementation both in North Carolina and around the country, our Team can provide relevant staff to fulfill task orders at short notice. Our Team project managers have access to a comprehensive staffing database that matches personnel with project requirements effectively, considering factors such as training, certifications, experience, and availability. In addition, our Team also has an in-house and dedicated Talent Acquisition Group that supports project staffing ensuring teams have access to the best qualified staff at all times.

The Project Manager and Task Leads will closely coordinate on selecting personnel who have the required expertise and on-board them on projects at short notice. On numerous occasions, we have had to deploy staff to develop policies and procedures within 48 hours of receiving a statement of work. We met or exceeded federal agencies' requirements (for our combined and separate contracts) during mobilizations for Hurricanes Ike and Gustav, the 2008 Midwest flooding, Hurricanes Katrina and Rita, 2004 Hurricanes, winter storms in New York, and severe storms/tornadoes in KS, AR, and FL. our Team has deployed and provided technical assistance within 48 hours after flooding and hurricanes for building structure failure evaluations, repetitive loss data collection, high water marks, inventory/accelerated acquisition, remote sensing, HAZUS data collection/testing, inland wind assessment, preliminary damage assessments, training, and substantial damage estimation.





Historical Disaster Mitigation, Response, and Recovery Projects Supported by the AECOM Team

AECOM

- City of New York Housing Recovery Office (NYC HRO)
- City of San Marcos, TX
- Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)
- Mississippi Development Authority (MDA)
- New Jersey Department of Environmental Protection
- New York Governor's Office of Storm Recovery (GOSR)
- North Carolina Emergency Management (NCEM)
- North Carolina Office of Recovery and Resiliency (NCORR)
- Puerto Rico Department of Housing
- Southeast Texas Regional Planning Commission (SETRPC)
- Texas General Land Office (GLO)
- Virgin Islands Housing Finance Authority (VIHFA)

Fountainworks

- City of Hendersonville, NC
- Town of Black Mountain, NC
- City Council of Asheville, NC
- N.C. Hurricane Floyd Relief – Office of the Governor
- Texas Legislature
- North Carolina Office of Strategic Partnerships

iParametrics

- Henderson County, NC
- State of West Virginia
- Johns Hopkins All Children's Hospital, FL

Local Presence

AECOM has been supporting North Carolina continuously since 1984 and has delivered exceptional service on 100+ task orders supporting a wide range of programs. Our North Carolina-based staff can be in your office within minutes providing resources with directly relevant knowledge to respond to and react quickly to your challenges. Our team resources are in dozens of offices throughout the counties that were directly impacted by Hurricane Florence. We are strategically positioned in the right areas, allowing us to immediately leverage existing staff and facilities, which will drive efficiency in both start-up and delivery. Our operational readiness is further supported by a strong workforce presence—over 10,000 employees along the East Coast, including 515 staff in North Carolina—demonstrating our ability and capacity to perform the work effectively and at scale.

Exhibit 2: AECOM's Recent Disaster Related Projects

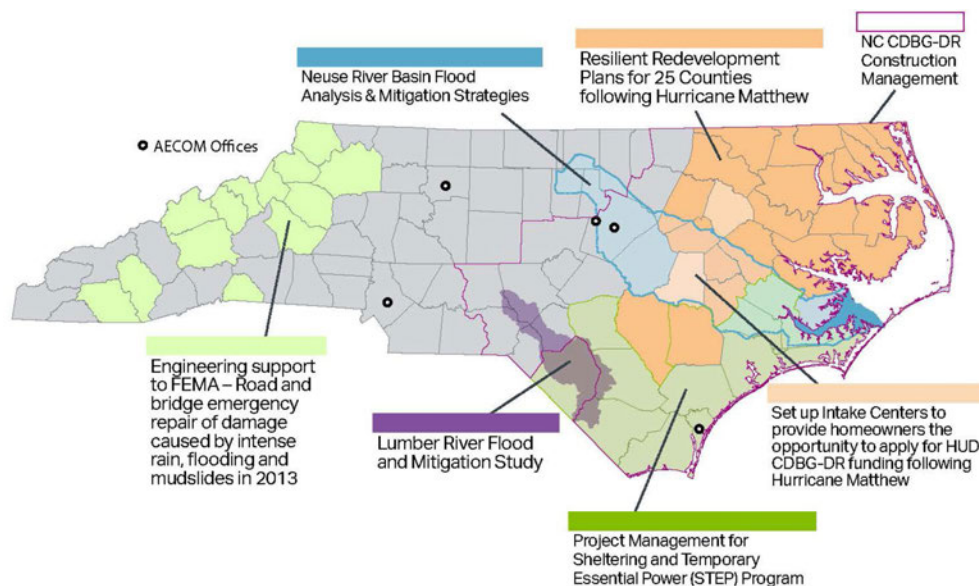


Exhibit 1: 24 Years of Hazard Mitigation and Disaster Recovery Experience at AECOM

<p>2000 Assisted with development of NCFMP program Developed watershed approach for H&H</p> <p>2002 Initial NCFMS database design Completed Phase 1 LiDAR (24,000 sq.mi)</p> <p>2004 Began FIMAN flood warning project Collected HWMs for Hurricanes Ivan & Frances</p> <p>2006 Redesigned NCFMP Geodatabase Performed recovery services for Hurricane Isabel</p> <p>2008 Provided EOC support for Hurricane Hannah Provided Flood Warning Project Support</p> <p>2010 Collected 165,000 FFEs Developed IRISK methodologies for 14 Hazards Pioneered IHRM Flood Risk Products</p> <p>2012 Created Hydraulics Review Tool (HRT) Created FLOOD process workflow Selected for LOMC processing</p> <p>2014 Licensed Case Facilities Web Tool Disaster Recovery Web Tool Coastal risk products</p> <p>2016 Provided EOC support for Hurricane Matthew Provided Matthew response & recovery support Released FIMAN v2</p> <p>2018 Provided EOC support for Hurricane Florence Started NC STEP Program Neuse, Tar and Lumber Basin Mitigation Analyses Completed State Hazard Mitigation Plan Update</p> <p>2020 Performed Advisory Flood Studies Made 13 Regional Hazard Mitigation Plan Updates</p> <p>2022 DEQ Flood Resiliency Blueprint</p> <p>2024 Environmental Quality 2021-2026 - USMC IGI&S Data Management FY22</p>	<p>2001 Developed DFIRM prototype First DFIRM submitted (Onslow)</p> <p>2003 Received ACEC Grand Conceptor Award</p> <p>2005 Developed current DFIRM GIS workflow Completed Phase 3 LiDAR (40,000 sq. mi. total) Completed NC streambed mapping project</p> <p>2007 Web EOC display and build-out Developed Hazards Analyst Developed NC-to-FEMA Conversion Tool</p> <p>2009 Building Level All Hazard Risks (IRISK) ACEC Honor Award for Hazards Analyst</p> <p>2011 Created FLOOD geodatabase Developed and mapped 14 hazards for IRISK Performed Sea Level Rise Study</p> <p>2013 Developed Dam EAP Application Developed Risk Management Tool V1</p> <p>2015 Provided NCFMP Production Support Performed Statewide NVUE Collected Phase 3 LiDAR</p> <p>2017 Created IRISK Workflow Tool Validated 76 counties of data for IRISK Completed statewide conflation Released flood.nc.gov website Developed state emergency response application Completed 50 Resilient Redevelopment Action Plans Developed rebuild.nc.gov website</p> <p>2019 Created 9 Regional Hazard Mitigation Plans ReBuild NC Program started</p> <p>2021 Provided NCFMP Production Support Performed Non-Accredited Levee Analyses</p> <p>2023 Community Development Block Grant Disaster Recovery Program Construction Management Services</p>
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4.3 The Vendor's Approach to Fulfilling Task Orders, Including How Qualified Personnel will be Identified and Assigned

[REDACTED]

[REDACTED]

[REDACTED]



TASK 1

Development of Policies, Procedures, and Standard Operating Procedures (SOPs)

Task Lead: Jenni Owens - Fountainworks

Deputy Task Lead: Marisa Mason

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]



TASK 3
Duplication of Benefits Compliance
Task Lead: Jagadish Prakash, AICP
Deputy Task Lead: Aranzazu Pacqua

[Redacted]

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]

Action Plan Development and Amendments

Deputy Task Lead: Jessie Boyer – iParametrics

[REDACTED]

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	TASK 7
	Needs Assessments, Market Analysis, and Geospatial Support
	Task Lead: Lael Holton, AICP, PMP, MPA Deputy Task Lead: Sydney Brown, CFM

[REDACTED]

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TASK 8
Program Performance Monitoring and Evaluation

Task Lead: Derrick Hiebert, CEM
Deputy Task Lead: Hope Morgan, PLS, GISP, CFM

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TASK 9

Civil Rights, Fair Housing, Labor Standards, and Historic Preservation

Task Lead: Vic Blackwell, PE, ENV SP

Deputy Task Leads: Laura Cherney, MBA, ENV SP, WEDG; Kennedy Shannon, Esq. - iParametrics

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TASK 11
Technical and Engineering Support for Infrastructure and Housing Projects


Task Lead: Rhonda Walker, PE, PMP
Deputy Task Lead: Tony Dorsa

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TASK 12
Training, Technical Assistance, and Capacity Building
Task Lead: Chris Orr, PMP
Deputy Task Lead: Chrissy Taylor

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TASK 13

Relocation Program (URA/TRA) Development and Compliance Support

Task Lead: Jennifer Mendoza

Deputy Task Lead: Julie Trahan

[Redacted]

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TASK 14

Communication, Public Information, and Outreach Support

Task Lead: Khrystle Bullock-Sam, MS

Deputy Task Leads: Jennifer Kellar, APR, PMP; Beau Mills - Fountainworks

[Redacted]

[Redacted]

Grant Management

Deputy Task Leadss: Chrissy Taylor; Karisma Elie, ENV SP



TASK 16

Technical Systems Specification & Project Management

Task Lead: Jennie Pepper

Deputy Task Lead: Jennifer Mendoza

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TASK 17
Environmental Review

Task Lead: Laura Cherney, MBA, ENV SP, WEDG
Deputy Task Leads: Morgan Paris; Amy Vargas

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4.4 Internal Systems for Quality Assurance, Regulatory Compliance, and Project Oversight

AECOM, in collaboration with its sub-consultant partners, will support DCR by delivering a tailored, task order-specific approach that responds to the unique requirements and operational context of each assignment. We will leverage their deep bench of technical experts, emergency management professionals, and federal grant specialists to scale solutions based on the scope, urgency, and coordination needs identified by District leadership.

To support consistency, quality, and accountability across all task orders under this contract, we will provide:

- Task-specific quality control and oversight plans developed in collaboration with District stakeholders
- A flexible program management structure that activates the appropriate SMEs for each task
- Periodic coordination meetings with Task leads to track progress and adjust priorities
- Maintain and improve existing compliance tracking tools aligned with federal and DCR-specific requirements (e.g., maximize use of Quickbase features and integration of Power BI)
- Integrated lessons learned protocols to capture feedback and continuously improve across task orders

We will maintain a shared document repository (e.g., SharePoint or other District-approved systems) to support version control, transparency, and timely access to all reports, deliverables, and correspondence.

Our Team will implement version control procedures and audit readiness checklists for all programmatic and financial documents.

4.5 A Summary of Staffing Capacity, Including the Ability to Scale Quickly for Both Short-term and Long-term Assignments

AECOM has responded to 600+ disasters and 1,000+ project assignments as well as successfully executing the concurrent management of 100+ task orders in multiple locations and rapid deployment of staff. Our Team's resourcefulness has enabled us to deploy staff on a less-than-48-hour notice hundreds of times, sending 400+ people to help within hours of major disasters occurring.

We will deploy highly qualified personnel with prior experience in the field of hazard mitigation to work on this contract. In addition to the staff shown on our Organizational Chart, we have more than 400 qualified staff in North Carolina who can be called to assist the team on the various task orders issued under this contract. Our capacity and readiness to deliver are unquestionable—we're fully equipped to support this program's success. Our Principal-in-Charge and Project Manager will be responsible for managing the workload of the entire Program team and verify full coverage throughout the duration of the contract.

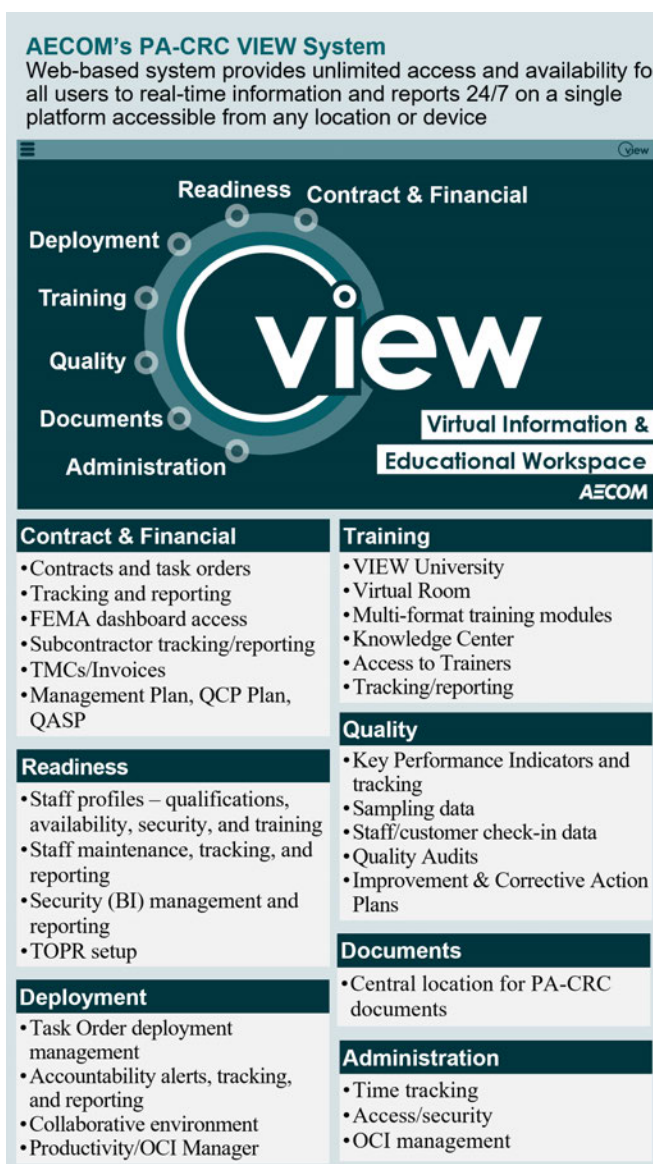


Exhibit 4: AECOM Project Management and Tool

Our AECOM-owned management system, VIEW, is tailored from enhanced business requirements from FEMA Public Assistance Technical Assistance Contract. It gives our PMO access to staff qualifications, security and training status, and availability and provides our staff direct access to assignment information.

This team will use the VIEW to manage resourcing, reporting, and project costs, which will enhance consistency, communication, readiness, efficiency, transparency, quality, and savings and allow for accurate and efficient monitoring of scope, schedule, and budget. We tailored VIEW for this contract with flexibility to adapt to contract and Task Order requirements. Accessible from any location or device, VIEW provides real-time reporting on readiness, security, deployment and accountability; staff productivity and performance; and contract and TO quality and financial data. VIEW is adaptable and scalable to meet evolving CRC needs including surge. VIEW has defined secure levels of access for all parties on this contract providing the following benefits:

- FEMA: real-time transparency in reporting of staffing, security, training, and financial data through a dedicated dashboard
- PMO: efficient management and monitoring of staff, deployments, productivity, and costs to enhance readiness and allow for accurate and efficient monitoring of scope, schedule, and budget.
- Staff: single access to profile, contract resources, training, deployment information; ease of time and expense reporting.
- Subcontractors: tracking staff, facilitating their invoicing process

4.6 Clear Alignment of Proposed Staff with the Type of Work to be Performed

Our Team consists of professionals from three different firms who possess extensive and relevant experience, technical competence, and proficiency in planning and administering CDBG-DR disaster recovery programs. Whether it be housing, infrastructure, or economic development, our collective experience with CDBG-DR programs is derived from managing large disaster recovery programs necessitated by Hurricanes Katrina, Rita, Dolly, Ike, Florence, Matthew, Sandy, Maria, Irma, Ida, and now Helene.

As shown in the task approaches above and the following organizational structure, we have identified leads for the tasks that wish to participate in, along with names of our deputy task leads who are additional staff that will be supporting both the leads and the entire project team. Our leads and deputy task leads are highly qualified and bring years of demonstrated experience in the specific task areas assigned to them.

The following pages contain our team organizational chart and resumes for all personnel proposed in this submission.



5.0

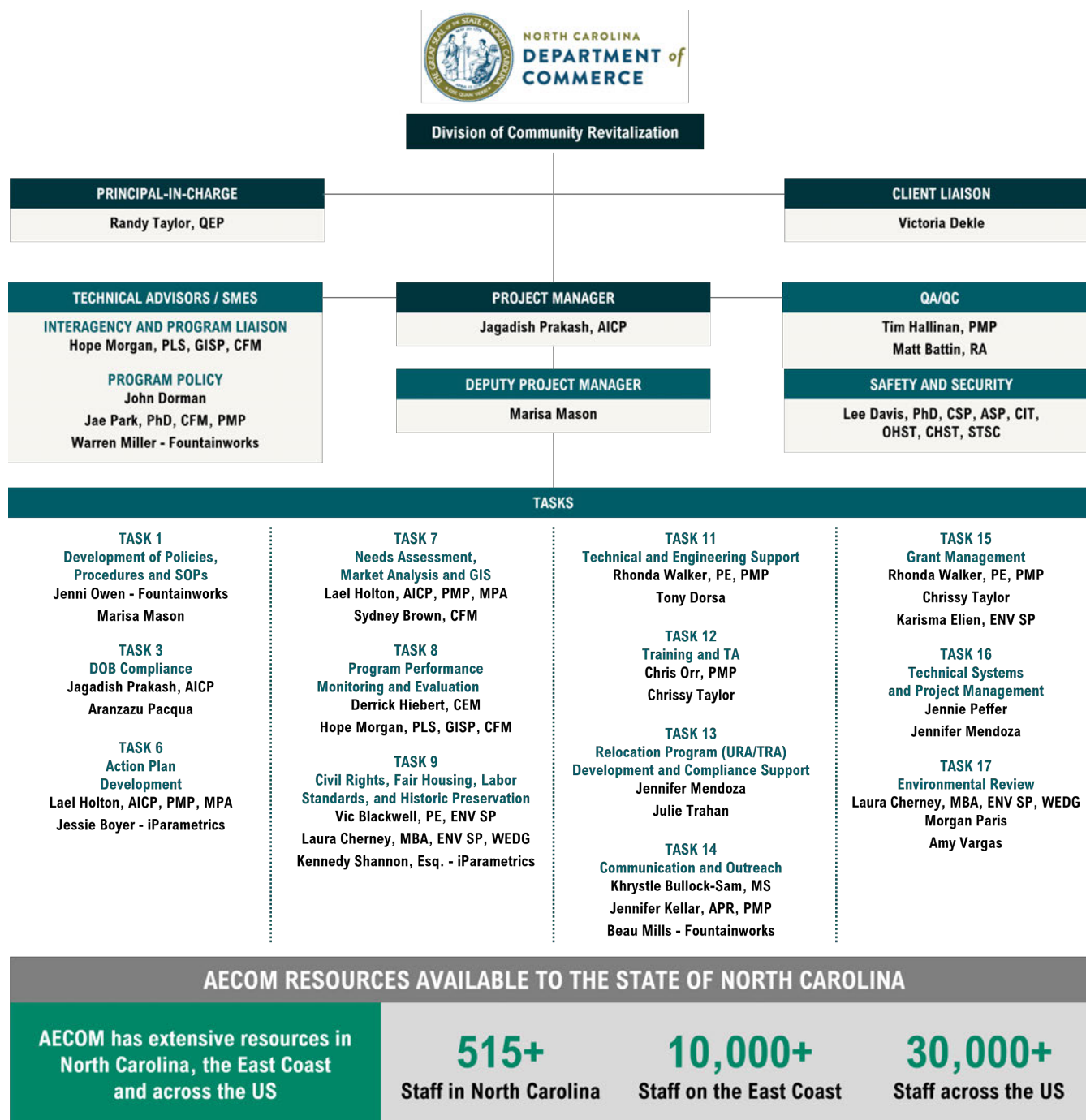
ORG CHART AND RESUMES

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

5.0 ORG CHART AND RESUMES

Exhibit 5: Organizational Chart





Randy Taylor, QEP

PRINCIPAL-IN-CHARGE

Qualifications

- ✓ Industrial Manufacturing
- ✓ Power Sector Consulting
- ✓ Pulp and Paper/Wood Products
- ✓ Data Center Consulting
- ✓ Environmental Consulting
- ✓ Air Quality Consulting
- ✓ Sustainability/Climate Change/Carbon Management
- ✓ Multi-media Compliance Audits

Education

- ✓ BS, Atmospheric Science, North Carolina State University
- ✓ Chemical Engineering Coursework, North Carolina State University

Training/Certifications

- ✓ URS Project Manager Certification
- ✓ Qualified Environmental Professional (QEP)
- ✓ Certified Consulting Meteorologist (CCM)

Career Summary

Randy is vice president and Carolinas/Tennessee area manager in the Southeast Region. He has over 25 years of experience in the engineering and environmental business, is an expert in developing and leading diverse business operations, and has held a number of roles AECOM in operations, business lines, and as a client account manager.

Leadership and Communication Skills

Randy currently provides overall leadership of the Southeast Region where he provides organizational leadership and direction for the entire region by balancing short-term and long-term objectives with a focus on safety, quality, ethics, staff development, and delivering business growth. He maintains effective communication with team members to facilitate early warning of budget, billing or payment concerns, as well as to coordinate technical, marketing and administrative issues.

Strategic Planning and Risk Management Skills

Randy provides leadership on driving the business and developing strategies, priorities and tracking the region's pursuit of new clients and project opportunities. He leads

the overall development for both short and long-range planning, which includes adjustments to staffing levels and business plan/budget development. He establishes and implements policies, procedures, organizational structures within his/her region and works with regional accounting to ensure compliance with financial controls and policies and procedures.

Financial Performance

Randy is responsible for meeting and exceeding the financial plan in the Southeast Region. He provides direction to the administrative infrastructure for the offices within region and works closely with the Regional Controller. Randy works with and directs the region's monthly financial close including revenue and write-up/off recognition (in conjunction with Regional Controller) and defends regional decisions and decision making rationale.

Quality Control

Randy reviews or assigns review responsibility for all work product produced by offices in accordance with IE's QA/QC program requirements and specific client needs. He establishes a strong QA/QC culture; identifies technical resource requirements for projects within the region; is involved in planning, developing, and coordinating project related activities at target offices and/or across the region, and maintains contact with and knowledge of firm-wide and regional business lines. He also ensures that IE's wide range of technical expertise is incorporated effectively in project teams.

HR and Staff Development

Randy works with HR Manager to maximize effectiveness of HR activities. He sets and tracks goals and objectives of Office Managers. Randy leads regional staff and sets achievable goals and support professional/technical growth.



Victoria Dekle

CLIENT LIAISON

Qualifications

- ✓ 15 years of experience in federal and non-federal programs
- ✓ Former grant administrator for State of North Carolina.
- ✓ AECOM Quality Manager and leads her division in quality management

Education

- ✓ PhD, Anthropology ABD, University of Kentucky
- ✓ MA, Anthropology, University of Kentucky
- ✓ BA, Anthropology, University of Georgia

Training/Certifications

- ✓ CMA: The Contract Lifecycle
- ✓ NIH Grants and Contracts Regional Seminar (Research Administration)

Career Summary

Victoria is a project manager, cultural resource specialist, and environmental planner with fifteen years of industry and research experience. She is a seasoned environmental professional and has worked in multiple project and programmatic roles throughout her career. She has managed federal and non-federal programs and project financials in previous roles as a contract manager and project controls manager for an environmental consulting firm, as well as a Grant Administrator for the State of North Carolina Main Street Program where she oversaw grant administration and grant education to dozens of communities.

She has worked on multiple US National Monument Resource Management Plans (RMPs) as a project manager, resource specialist, or scientific expert. She also serves as an AECOM quality manager and leads her division in quality management, trains project

management staff on quality processes, and coordinates a team of project quality managers.

Relevant Experience

Main Street and Rural Planning Center, North Carolina Department of Commerce, NC. *Grant Manager* for state-funded Main Street and Rural Planning programs. Managed projects for the Main Street Solutions Fund and the Hometown Strong Fund. Projects included historical rehabilitations and community economic development initiatives. Trained local communities and developers on historic preservation best practices, federal and state tax credit funding, grant opportunities through public and private sources. Secured external funding from the National Park Service and the National Trust for Historic Preservation. Advised local municipal staff across North Carolina on incorporating public and private Covid-19 recovery funding

National Park Service, National Main Street Center (National Trust for Historic Preservation Center), Main Street Façade Improvement Grant, NC. *Grant applicant and state liaison* for NPS funding to support targeted historic façade revitalization in three North Carolina Main Street communities through the North Carolina Department of Commerce. Facilitated all grant application efforts for state communities and advised on application materials, project planning, and grant financial compliance

Preston Development Company, Chatham Park Development, Cultural and Historical Resource Assessment, NC. *Cultural Resource Specialist and Report Author* for client report on cultural and historical resources within an expansive mixed-use development in Chatham County, North Carolina. Supported public education on local history and advised developers on preservation efforts and archaeological site avoidance.

Eastern Band of Cherokee Indians (EBCI), NC. *Resource Author* for cultural resources encountered during mitigation efforts in Swain County, North Carolina.

Environmental Solutions and Innovations, Raleigh, NC. *Contract Manager and Project Controller*, Managed contract compliance for numerous private, federal, state, and grant projects. Developed and directed contract management systems for a rapidly growing small consulting firm. Designed and managed system to manage billing controls and subconsultant administrative compliance. Managed annual billing for more than \$30M. Managed research administration for federal grant projects with the Transportation Research Board (National Academy of Science) and US Fish and Wildlife.



Jagadish Prakash, AICP

PROJECT MANAGER /
TASK 3 – DOB COMPLIANCE

Qualifications

- ✓ 20 years of experience and expertise in the areas of disaster recovery, CDBG-DR program implementation.

Education

- ✓ MCRP, City and Regional Planning, Rutgers University, New Brunswick, NJ

Training/Certifications

- ✓ Certified Planner, American Institute of Certified Planners (AICP)

Career Summary

Jagadish is a seasoned disaster recovery professional with deep expertise in administering HUD CDBG-DR programs. Over the past decade, he has served in senior leadership roles across some of the nation's largest housing recovery initiatives overseeing the successful implementation of multimillion-dollar recovery programs including Puerto Rico's R3 Program, North Carolina's CDBG-DR program following Hurricane Matthew, and New York City's Build It Back program after Superstorm Sandy. His experience spans end-to-end CDBG-DR program management—procedures and policy

development, overseeing intake and eligibility, applicant case management, construction management, compliance, and contract administration—ensuring timely delivery of housing assistance to disaster-impacted communities.

Jagadish has managed multimillion-dollar contracts, directed large case management and intake teams, and provided policy and programmatic support to state and local agencies implementing federally funded recovery programs. His expertise also includes hazard mitigation, urban and environmental planning, socioeconomic and environmental justice analyses, and resilience-focused redevelopment planning. He has successfully guided recovery programs from strategy through implementation, balancing technical, operational, and community engagement needs to restore housing and infrastructure while advancing long-term resilience.

Relevant Experience

North Carolina Emergency Management Hurricane Matthew CDBG-DR Program, NC. *Deputy Program Manager.* Lead the development of 25 Resilient Redevelopment Plans for severely damaged NC counties – focused on identifying projects that would mitigate against future flooding events. After successfully developing the plans, was responsible for establishing and operating CDBG-DR Intake Centers in Edgecombe and Wayne Counties (2 of the 4 most damaged counties in the state). Lead multiple teams involved in all aspects of Case Management and Operations, and oversaw the development of Policies, Procedures and SOPs to enable timely delivery of CDBG-DR funding.

New York City Build It Back CDBG-DR Housing Recovery Program, NY. *Deputy Program Manager/On-Site Lead.* Lead multiple AECOM teams tasked with grant application processing and tracking support for victims of Superstorm Sandy in New York City. Lead all aspects of Intake Center Operations and Case Management. Additionally, assisted Project Leadership in organizing AECOM resources to stand-up, deliver, and close out the homeowner individual property CDBG-DR application process. He led a team that included subject matter experts in housing, economic development, GIS, database development, customer service, grants management, and facilities engineering.

Puerto Rico Public Housing, CDBG-DR Housing Disaster Recovery, San Juan, PR. *Deputy Program Manager.* of the AECOM team supporting the Puerto Rico Department of Housing to administer CDBG-DR funds for the repair or reconstruction of single-family homes damaged by hurricanes Irma and/or Maria. Responsibilities include managing the nearly \$25M AECOM contract.



Marisa Mason

DEPUTY PROJECT MANAGER /

TASK 1 – DEVELOPMENT OF POLICIES, PROCEDURES, AND SOPS

Qualifications

- ✓ 19+ years in disaster lifecycle management, specifically CDBG-DR and CDBG-MIT housing recovery
- ✓ Interpretation and application of federal disaster policy for complex programs
- ✓ Experience with post disaster Needs Assessments and Action Planning

Education

- ✓ Actively working toward a BA in Emergency Management and Homeland Security; Graduation projected February 2027

Career Summary

Marisa brings more than 19 years of expertise supporting public sector clients across the full disaster lifecycle. She specializes in HUD CDBG-DR and CDBG-MIT programs, FEMA policy, and intergovernmental coordination. Known for delivering compliant, audit-ready solutions for federally funded initiatives, Marisa has led multidisciplinary teams nationwide, advising on regulatory compliance, grant management, and resilient redevelopment. Her strength lies in translating federal policy into actionable strategies, making her a trusted advisor in disaster recovery consulting.

Relevant Experience

State of North Carolina FEMA STEP Program, NC. *Policy Advisor*. Provided expertise in evaluating potential impacts of programmatic decisions and policy changes on customer operations, drawing upon experience with lessons learned from other Disaster Recovery grant programs in various disasters to recommend program implementation strategies as well as the development and administration of training programs to support roll out of new policies or onboarding.

State of North Carolina Department of Emergency Management (NCEM), CDBG-DR Resilient Redevelopment Planning, NC. *Senior Resilient Planner*. Led a planning team during the development of Resilient Redevelopment Plans for NCEM. These plans were focused on the development of potential recovery projects in each of the North Carolina counties impacted by Hurricane Matthew. The projects included in the Resilient Redevelopment Plans were identified through community within each county and were designed to address resilience within four key community elements: Housing, Infrastructure, Business Development, and Environment. Projects were crafted and revised with community input, then evaluated for practicability and compliance with applicable guidance and regulations.

HUD CDBG-MIT Drainage Basin Flood Hazard and Debris Mitigation, City of Lakeland, FL. *Project Compliance Manager*. Provide and apply operational knowledge of HUD Community Development Block Grant-Mitigation (CDBG-MIT) funding, specific to the areas of recordkeeping, procurement, administration, construction, and compliance oversight in areas such as Davis-Bacon, Section 3 for businesses and individuals, and Minority Business Enterprises (MBE). Additionally responsible for the development of critical paths and HUD-required key milestones that allow the City to move through program implementation and closeout free of audit findings or program funding recapture.

Puerto Rico Department of Housing (Vivienda) Hurricanes Maria and Irma CDBG-DR Housing Recovery Program, PR. *Policy and Regulatory Compliance Officer*. Primary responsibilities included assessing and operationalizing the client's Program Guidelines related to the applicant's process through construction; Development of Standard Operating Procedures and memos to the field relaying changes to policy by the client or by HUD; Advised leadership on potential impacts of programmatic decisions and policy changes on customer operations and production goals.

New York City Build It Back Program for Hurricane Sandy Recovery, NY. *Senior Policy Advisor and Quality Assurance Manager*. Evaluated the impact of programmatic decisions and policy changes on customer operations, leveraging insights from past Disaster Recovery grant programs to guide implementation strategies. Developed and administered training programs to support policy rollouts and onboarding. Led internal monitoring to verify compliance with SOPs and collaborated with Housing Recovery Center Site Supervisors to implement new policies and procedures.



Hope Morgan, PLS, GISP, CFM

**TECHNICAL ADVISOR/SME – INTERAGENCY AND PROGRAM LIAISON /
TASK 8 – PROGRAM PERFORMANCE MONITORING AND EVALUATION**

Qualifications

- ✓ Over 20 years of experience associated with hazard mitigation including flood planning
- ✓ Raleigh, NC based with experience coordinating with multiple federal and state agencies concurrently

Education

- ✓ BS, Environmental Science, University of North Carolina at Pembroke

Training/Certifications

- ✓ Professional Land Surveyor: NC (#L-5126)
- ✓ Certified Geographic Information Systems Professional (#60471)
- ✓ Certified Floodplain Manager (#NC09-327)

Career Summary

Hope is a seasoned Project Manager with over 20 years in flood resilience planning. She led Phases I and II of the NC Flood Resilience Blueprint Project, coordinating 150+ participants and developing the draft strategy on schedule and within budget. As the geospatial technical lead for a national team, she conducts floodplain analysis and risk assessment studies. Hope has managed statewide data collections, orthophotography, LiDAR, and trained users on tools like FRIS, FIMAN, SERA, and GIS. An active member of the NC Geographic Information Coordinating Council, she holds leadership roles in professional organizations, advancing the field.

Relevant Experience

FEMA, Federal Flood Risk Management Standard (FFRMS), Various Locations. *Project Manager.* Led

several teams to gather, control, verify, and produce, and

delivery of information monthly on 8 to 198 counties, including Riverine and coastal shapefiles and geodatabases. Used 5 different tracking components and an ArcGIS Online Dashboard to show the status for each tracked component.

North Carolina Emergency Management, North Carolina Statewide LiDAR Collection, Statewide, NC.

Project Manager. Managed the 5 phase, 5-year statewide LiDAR Collection for NC to include coordination of multiple collection teams, processing teams, survey firms, coordination with state agencies, federal agencies and data distribution to all counties and the public. Final deliverables consisted of LiDAR classification, Digital Elevation Models (DEM) of differing densities, terrain datasets, and breaklines following USGS specifications, extensive stakeholder and client outreach.

North Carolina Emergency Management, North Carolina Flood Resiliency Blueprint, Statewide NC.

Project Manager/Stakeholder Outreach. Led stakeholder engagement for the blueprint development process incorporating local knowledge, community goals, and expert stakeholder input through robust outreach and engagement in a multi-phase process. Phase I is the blueprint and the Neuse actions strategy that includes input and feedback from Technical Advisory Groups comprised of over 160 representatives from State, Federal, local, county, and Tribal organizations as well as non-government participants and organizations, and academic experts.

North Carolina iRISK System, North Carolina Emergency Management, NC. *GIS Manager.* Managed data and analysis for the NC iRISK system which provided building footprints compared to a hazard polygon and determined the hazard risk of a structure from low to high. Mitigation strategies were provided at a structure level for the public or at a county level with a Return on Investment of the best resiliency path.



John Dorman

TECHNICAL ADVISOR/SME – PROGRAM POLICY

Qualifications

- ✓ John is an experienced Policy Advisor with years working with North Carolina
- ✓ 30+ years Disaster Response and Recovery with a long career as Director of the North Carolina Flood Risk Management Program

Education

- ✓ BS, Political Science, North Carolina State University

Training/Certifications

- ✓ U.S. DOT Federal Aviation Administration, UAS Remote Pilot

Career Summary

John has over 34 years of experience in public, private and nonprofit strategic planning, budgeting, and hazard risk and emergency management, including post-storm resilient redevelopment planning. He currently serves as AECOM's Emergency and Risk Management, Vice President – Director. Prior to joining AECOM, John served as the NC Assistant State Emergency Management Director for Risk Management. He has managed numerous national demonstrations and statewide initiatives and has also provided strategic leadership to multiple federal programs including FEMA Technical Mapping Advisory Council. He advises federal, state, and local clients on risk and emergency management policies,

planning, strategies, and project implementation. He promotes the integration of risk management data, models, analyses, and technologies across all phases of the emergency management lifecycle.

Relevant Experience

North Carolina Emergency Management, NC. *Assistant State Emergency Management Director for Risk Management.* Oversaw and managed the planning, design, acquisition, implementation and maintenance of all data, models, planning, applications and information technology infrastructure supporting emergency management preparedness, operations, response, resilient recovery and mitigation. Oversaw all policy, plans, budgets, contracts and projects associated with the North Carolina Floodplain Mapping Program; the Flood Warning Program; the Risk Management Program; the North Carolina Floodplain Management Program; the Statewide Infrastructure Protection Program; Hazard Mitigation

North Carolina Flood Risk Management Program, NC. *Director.* Developed and oversaw the execution of statewide policy, plans, partnerships, fee-receipt budgets, contracts, engineering studies, base data acquisition, mapping, and information technology infrastructure associated with the statewide update and maintenance of all Digital Flood Insurance Rate Maps (DFIRM) in the State of North Carolina. This program secured and managed \$235M in federal, state, and receipt-based revenues to date.

- Developed and oversaw the execution of policy, budgets, contracts, and information technology infrastructure associated with the North Carolina Flood Warning Program and the Flood Inundation Mapping and Alert Network (FIMAN).
- Developed and oversaw the execution of policy, plans, budgets, contracts and systems associated with the North Carolina Integrated Hazard Risk Management (IHRM) Program. This program is funded through federal dollars totaling \$5M.

Developed and oversaw the execution of policy, plans, budgets, and contracts associated with the North Carolina Floodplain Management Program (NFIP).



Jae Park, PhD, PMP, CFM

TECHNICAL ADVISOR/SME – PROGRAM POLICY

Qualifications

- ✓ 30 years of experience and expertise in the areas of natural hazard analysis, resilience and hazard mitigation planning, policy analysis, and sustainable disaster recovery.

Education

- ✓ Ph.D., Urban and Regional Science, Texas A&M University
- ✓ MS Community and Regional Planning, Iowa State University, Ames

Training/Certifications

- ✓ Certified Floodplain Management
- ✓ Project Management Professional

Career Summary

Jae is a nationally recognized expert who has been involved in billions of dollars of recovery work for local, state, and federal governments to rebuild resilient communities after major disasters such as Hurricanes Fran, Floyd, Isabel, Katrina, Sandy and Maria. He managed FEMA Hazard Mitigation Assistance Program Support Contract and supported development of numerous funding guidance and job aids. After Hurricane Katrina, he supported the Mississippi Governor's Office of Recovery and Renewal as a policy advisor. He was an Assistant Director for Mitigation, North Carolina Division of Emergency Management. During his tenure, he was instrumental in the development of an overall long-term vision for Hazard Mitigation program.

Jae is on the Board of Directors of the Association of State Floodplain Managers; Advisory Board Member of the DHS Center of Excellence – Natural Disasters, Coastal Infrastructure and Emergency Management at University of North Carolina, Chapel Hill and the Vice Chair for Scholarship Commissioner for the International Association of Emergency Management.

Relevant Experience

FEMA Hazard Mitigation Assistance (HMA) Program Service, Washington D.C. *Program Manager.*

The purpose of this contract was to enhance the quality and speed of HMA grant awards, refine delivery, and expand national outreaches for all types of mitigation. Instrumental in the development of the new Building Resilient Infrastructure and Communities program under DRR of 2018. Led the effort of unifying five hazard mitigation funding program guidance. The intent of this alignment is to enhance the quality and speed of grant awards on an allocation and competitive basis to State, local, and Tribal entities for worthwhile, cost-beneficial activities designed to reduce the risks of future damage in hazard-prone areas. Also oversaw HMA Helpline that provided more than 10,000 responses to the public and all levels of government entities regarding hazard mitigation program.

Mississippi Disaster Recovery and Renewal, MS Office of the Governor, MI. *Chief Policy Analyst and Advisor.*

Policy advisor for MS Governor on Hurricane Katrina recovery efforts. Instrumental in securing over \$10B disaster recovery funding from various federal agencies, including \$4.7B CDBG-DR funding for housing and infrastructure recovery. Provided disaster recovery policy guidance and counsel; supported implementation of the recovery recommendations of the Governor's Commission; and provided training, education, and outreach programs to government officials, organizations, and individuals to help them make informed decisions regarding disaster recovery.

North Carolina Emergency Management, State of North Carolina. *Assistant Director for Mitigation.*

Worked on 11 presidentially declared disasters during the employment and worked with FEMA in setting hazard mitigation and recovery policies after Hurricane Floyd. Oversaw managing \$800M in federal and state funds for implementing various hazard mitigation projects, including buyout of 5,000 flood damaged structures, residential elevations and storm water management.



Warren Miller

TECHNICAL ADVISOR/SME – PROGRAM POLICY

Qualifications

- ✓ 25+ years' experience in strategic planning, disaster recovery facilitation, and community development for public sector organizations.

Education

- ✓ B.A., Political Science, University of North Carolina at Chapel Hill

Career Summary

Warren is the CEO and Founder of Fountainworks, a consulting firm established in 2003 specializing in helping public sector leaders navigate complex challenges through strategic planning and facilitation. His work centers on community and staff engagement, organizational development, and disaster recovery planning for government agencies across the United States.

Warren has extensive disaster recovery experience, having served as Governor Hunt's Policy Director during Hurricane Floyd recovery and working with the State of Mississippi and Governor Haley Barbour to support the governor's office in recovery efforts after Hurricane Katrina. More recently, he has provided hurricane recovery and planning services for Western North Carolina local governments, including Black Mountain and Hendersonville, following Hurricane Helene. His approach focuses on building organizational capacity, establishing clear recovery roadmaps, and creating frameworks for long-term resilience.

Relevant Experience

Hurricane Helene Recovery, City of Hendersonville, NC. *Senior Consultant and Facilitator.* Warren has supported the City of Hendersonville's hurricane recovery efforts through comprehensive strategic planning and facilitation services following Hurricane Helene. This work included designing and facilitating a Recovery Strategy Session to coordinate response and rebuilding efforts, leading Management Team and Council retreats to align on strategic priorities, and providing ongoing guidance on resource allocation and long-term recovery strategies. Warren's approach helped Hendersonville leadership establish clear roadmaps for recovery while building organizational capacity for future preparedness and resilience planning.

Hurricane Helene Recovery, Town of Black Mountain, NC. *Strategic Planning Facilitator.* Warren partnered with the Town of Black Mountain to provide strategic training and guidance during their recovery from Hurricane Helene. This comprehensive engagement included facilitating Council recovery strategy training sessions, supporting long-term financial and infrastructure planning discussions, and providing technical assistance for governance guidance and implementation support. Warren's work helped Black Mountain leadership navigate critical recovery decisions while establishing frameworks for sustainable infrastructure investment and future resilience planning.

Institute for a Disaster Resilient Texas (IDRT), TX. *Strategic Planning Support/Lead Facilitator.* For the past four years, Fountainworks has supported the Institute for a Disaster Resilient Texas, an organization based at Texas A&M University that was created by the Texas Legislature with bipartisan support following the devastation of Hurricane Harvey. Fountainworks facilitated the organization's annual retreat for three consecutive years, aiding in its growth from a start-up to a mature organization. These retreats focused on developing and updating the organization's strategic framework, integrating cornerstone disaster resilience projects into broader mission objectives, improving operational processes, and strengthening organizational culture for effective disaster response and recovery.

Jordan Lake Partnership, Regional Water Supply Planning, NC. *Founding Project Manager and Facilitator.* Fountainworks served as the founding project manager and facilitator for the Jordan Lake Partnership, leading representatives from local jurisdictions throughout the Research Triangle region of North Carolina in developing a 50-year regional water supply plan. This first-of-its-kind collaborative planning initiative resulted in 13 local elected bodies signing a memorandum of understanding for cost sharing, collaboration, regional water supply planning, and joint allocation requests to the State of North Carolina.



Tim Hallinan, PMP

QA/QC

Qualifications

- ✓ 30+ years' experience in federal grants management, disaster response, disaster recovery, hazard mitigation planning, and policy analysis.

Education

- ✓ BS, Industrial & Labor Relations, Cornell University

Training/Certifications

- ✓ Project Management Professional
- ✓ Certified Floodplain Manager

Career Summary

Tim has more than 30 years of experience in federal grants management, disaster response, disaster recovery, hazard mitigation planning, and policy analysis. He has led programs as well as developed and implemented QA/QC frameworks for multiple federal grant programs verifying compliance with internal standards and external regulatory requirements. As AECOM's Infrastructure Resilience Practice Leader, he provides strategic consulting on disaster risk reduction and resilience investments, partnering with public sector clients to design scalable grant programs that optimize federal funding and enhance community preparedness.

Relevant Experience

North Carolina Emergency Management, Hurricane Matthew CDBG-DR Program, NC.

Project/Program Manager. This work focused on the resilient recovery of the 50 storm-impacted counties in North Carolina. AECOM developed 25 Resilient Redevelopment Plans for severely damaged counties – focused on identifying projects that would mitigate against future inland flooding events. After developing the plans, AECOM established and operated CDBG-DR Intake Centers in Edgecombe and Wayne Counties (2 of the 4 most damaged counties in the state). AECOM is currently providing Eligibility and Duplication of Benefits review support for those two counties. Tim has served as project/program manager for each phase of the AECOM support contract.

Puerto Rico Department of Housing CDBG-DR Housing Recovery Program, PR. Program Manager.

Tim served as program manager for the \$23M CDBG-DR, federally-funded grant program assisting hurricane survivors in Puerto Rico. His role was to manage a team of over 50 individuals dedicated to determining eligibility and potential benefits for over 1500 survivors in the southern shore of Puerto Rico.

FEMA Hazard Mitigation Assistance (HMA) Service. Principal in Charge/Former Program Manager.

The purpose of this HMA Service contract is to continue to enhance the quality and speed of HMA grant awards, refine delivery, and expand national outreach for all types of mitigation. It has seven objectives, such as program guidance and job aids development, pre and post award facilitation, outreach, training, and strategy development. AECOM is developing a program strategy to verify that best practices, new ideas, and lessons learned are incorporated. Tim serves as a national subject matter expert on the FEMA Mitigation Grant programs and Stafford Act revisions/interpretation.

New York City Build It Back CDBG-DR Housing Recovery Program, NY. Principal in

Charge/Operations Manager. The primary objective of this work was to provide grant application processing and tracking support for victims of Superstorm Sandy in New York City. As a Principal in Charge, he organized AECOM resources to stand-up, deliver, and close out the homeowner individual property CDBG-DR application process. He lead a team that included subject matter experts in housing, economic development, GIS, database development, customer service, grants management, and facilities engineering.

FEMA, Post-Disaster Planning and Catastrophic Event Planning. Task Lead. Tim supported FEMA efforts in Louisiana and California. He served as a lead author for the base plan of the Post-Katrina evacuation plan for southern Louisiana.



Matt Battin, RA

QA/QC

Qualifications

- ✓ 18+ years' experience in federal grants management, disaster response, disaster recovery, and policy analysis
- ✓ Extensive federal program experience assuring quality and policy compliance.

Education

- ✓ MArch, University of Michigan: Taubman College of Architecture and Urban Planning
- ✓ Bachelor of Design, University of Florida: College of Architecture
- ✓ Associate of Arts, Daytona Beach Community College

Training/Certifications

- ✓ Registered Architect, FL, LA, NC
- ✓ Envision Sustainability Professional

Career Summary

For the past 18 years, Matt has focused his practice on disaster recovery and resiliency supporting FEMA's PA program for Hurricane Katrina/Rita recovery efforts in Louisiana, Hurricane Sandy CDBG-DR grants with Build It Back NYC, Louisiana Great Flood of 2016 in central Louisiana, FEMA's STEP Pilot Program in the US Virgin Islands after Hurricanes Irma and Maria, and COVID-19.

Matt is an expert in FEMA disaster policy and project formulation and has worked closely with state and local governments as well as PNPs to substantiate damages, justify replacement, and define codes and standards necessary for restoration of community lifelines, services, and infrastructure. He is experienced with guiding sub-recipients through complex project development, procurement and contracting, as well as leveraging PAAP and HMGP funding to meet recovery objectives. Supporting project development, as a policy

expert, Matt has supported all categories of work collaborating with SMEs to substantiate technical requirements as eligible work. His project management experience includes the delivery of a COVID-19 AHS in Rhode Island and managing multiple FEMA PA Teams in Louisiana from hurricane and flooding.

Relevant Experience

AECOM, East Region, Water BL, Market Sector Lead Disaster Resilience STTL, *AECOM East Region, Water Business-Line Disaster Resilience Practice Lead* for prepositioning, growth strategy, technical approach, risk evaluation, and project cost development.

FEMA Insular Area Support Technical Assistance, USVI. *Program Manager* supporting FEMA Headquarters Interagency Coordination Division to provide advisory and technical assistance to the Government of the US Virgin Islands. AECOM provides technical design and review support, as well as construction management, project tracking and reporting through the development of database and dashboard system.

School District of Lee County, Emergency Remediation & Stabilization, Lee County, Florida. *Technical Disaster Lead and SME* for the program management team supporting the District's remediation and stabilization work in the aftermath of Hurricane Ian. Led the validation for reimbursement of 3 national contractors at 24 campuses for \$26.5M in invoiced cost. AECOM's oversight activities resulted in ~\$2M in cost savings to the school district through the identification of inappropriately invoiced costs.

City of Detroit, Detroit Future Fund Program- ARPA, *Program Manager* managing over 30 staff for City of Detroit Office of the CFO to provide federal grants compliance expertise and strategic implementation guidance for the deployment of \$826 million in ARPA funding. Managed development of framework to collaboratively optimize the City's ARPA funding, policy and technical eligibility recommendations, policies and procedures and organizational workflow

City of New York, Build It Back CDBG-DR Housing Program, New York, NY. *Architect*. Provided review of AECOM building assessments and designs for elevating 760 houses in Queens, NY as part of the NYC DDC - Tishman/ AECOM design build contract. Reviewed CDs for building code and programmatic compliance, constructability, and general document quality prior to delivery to client.



Lee Davis, PhD, CSP, ASP, CIT, OHST, CHST, STSC

SAFETY AND SECURITY

Qualifications

- ✓ 30 years of experience and expertise in the areas of natural hazard analysis, resilience and hazard mitigation planning, policy analysis, and sustainable disaster recovery.

Education

- ✓ Ph.D., Occupational Health & Safety, Capitol Technology University, Laurel, MD
- ✓ MS, Occupational Safety & Health and Environmental Management, Columbia Southern University – Orange Beach, AL

Training/Certifications

- ✓ Certified Safety Professional (CSP) - CSP-31748
- ✓ Associate Safety Professional (ASP) - A17664
- ✓ Certified Instructional Trainer (CIT) - CIT-14468
- ✓ Occupational Hygiene Safety Technician (OHST) - 3569
- ✓ Construction Health Safety Technician (CHST) - C2495
- ✓ Safety Trained Supervisor Construction (STSC) - IEX00640

Career Summary

Lee is an experienced Safety, Health, & Environment (SH&E) Manager who has worked in heavy to light industrial settings, from high-tech companies, nuclear power, coal, and gas power generating stations, petrochemical, automotive, and with various government, and military entities, performing direct oversight to consulting services. Has led disaster recovery efforts in Florida, USVI, South Carolina, and Puerto Rico, overseeing safety, health, and environment, coordinating activities with the client and subcontractors. Working as the corporate functional SH&E lead for power and energy clients. Has worked in remote and austere environments in Iraq, Afghanistan, and Africa. Demonstrates excellent analytical skills, with proficiency in medical case management, cost containment, policy/procedure development, and training/development, with a strong background in Human Performance and Continuous Improvement.

Relevant Experience

Safety, Health & Environment, DCS America East.

Senior Manager. Serves as the Program SH&E Lead for the SDG&E Strategic Undergrounding Program (SUG). Also serves as a corporate SH&E lead overseeing SH&E staff performing environmental remediation projects, environmental impact studies, CCR Closures, and

relocation for multiple clients, Tennessee Valley Authority, Duke Energy, and Southern Company. Serves as the Global Safety, Health, and Environment Client Account Manager for Mission Critical/High Tech Sector clients. Supports various port authority contracts (JAX, Miami, Savana, and various naval locations). Conduct in-person and remote SH&E annual field training, HAZWOPER refresher, and specialized activities training. Conducted project safety reviews for corporate, client, and government compliance with oversight and auditing of laboratories and inspections, ensuring safe work practices and led incident investigations.

Area SH&E Manager to a confidential owner overseeing two Multi-Billion Dollar heavy industrial sites, assigned to provide health, safety, industrial hygiene, and consulting services overseeing day-to-day SH&E Operations, working as the owner's representative to achieve an incident and injury-free environment.

FERMI Unit 2 for Refuel 16. Safety Manager. Safety Manager working support the Refuel Outage by providing onsite consultation on safe work practices and analysis of BBS observations.

Jenni Owens

TASK 1 – POLICIES, PROCEDURES AND SOPS

Qualifications

- ✓ 25+ years of experience in state government and academia including policy development
- ✓ Managed North Carolina government's first multi-million-dollar disaster relief fund

Education

- ✓ M.P.A., Harvard Kennedy School of Government
- ✓ B.A., History and Literature, Harvard College

Career Summary

Jenni Owen has over 25 years of experience in state government and academia including policy development, cross-sector partnerships, and areas of disaster recovery coordination. Proven expertise in evidence-based policymaking, government-philanthropy partnerships, government-research partnerships, and disaster relief fund management. Managed North Carolina state government's first multi-million dollar disaster relief fund and initiated multiple non-profit and state partnership response and recovery initiatives.

Jenni is Professor of the Practice at the Duke Sanford School of Public Policy and an expert on state government, including government-research and government-philanthropy partnerships. From 2017-2025, she served in state government as North Carolina Governor Roy Cooper's first policy director and then as founding Director of the North Carolina Office of Strategic Partnerships (OSP), a position new to state government created to identify, launch, and sustain strategic partnerships among government, universities/colleges, philanthropy, and other entities.

Relevant Experience

North Carolina Office of Strategic Partnerships, NC. *Founding Director.* Jenni initiated or helped to establish government-research and government-philanthropy partnerships that proved critical to disaster response efforts. Led development and implementation of a replicable model for cross-sector partnerships that helped state agencies increase capacity to conduct and use evidence to improve policy. During the COVID-19 pandemic, initiated and led multiple response efforts involving higher education, philanthropy, and non-profits. Conceived of and co-led launch and implementation of the NC COVID-19 Student Response Corps, which placed over 180 college students in government and nonprofit positions. Led initial phase of state government communication with philanthropy regarding unmet needs and disaster response coordination.

Hurricane Floyd Relief Fund Distribution, State Policy Implementation, NC. *Senior Policy Advisor.* Served as senior policy advisor to Governor James B. Hunt Jr. and managed the comprehensive N.C. Hurricane Floyd Relief Fund distribution process, overseeing allocation of \$19M in disaster relief funding to hurricane victims across the state. Developed and implemented criteria for fund distribution, coordinated with local governments and community organizations, and ensured accountability and transparency in the distribution process. Advised Governor Hunt on human services and crime policy, serving as liaison to state agencies for policy initiatives and related non-profit involvement. This experience provided foundational expertise in disaster recovery fund management and cross-sector coordination and partnership that informed later work in government-philanthropy partnerships.

North Carolina Governor's Office, NC. *Policy Director.* As Governor Cooper's first policy director and member of his senior team, played key role in development of the Finish Line Grants emergency assistance program and state action plan for reentry of formerly incarcerated people. Established processes for policy engagement with agencies and streamlined production of policy deliverables. Co-chaired Governor's Advisory Committee on Performance Management and leveraged philanthropic investment for state priority issues, demonstrating expertise in coordinating multiple funding sources for disaster recovery.

Aranzazu Pacqua

TASK 3 – DOB COMPLIANCE

Qualifications

- ✓ 22+ Years in Planning and Emergency Management
- ✓ Previous Lead Reviewer for DOB for NC CDBG programs

Education

- ✓ MURP, Urban and Regional Planning, Florida Atlantic University
- ✓ BA, International Relations, Alliant University (formerly United States International University), Mexico City, Mexico

Career Summary

Aranzazu brings 22 years of planning and emergency management experience. She brings experience in the State of North Carolina as a lead reviewer for Duplication of Benefits for CDBG programs. Her technical expertise extends to pre-disaster and recovery planning for natural hazards mitigation, applying core techniques and knowledge of community development, floodplain management, resilience building, and proven mitigation measures that are eligible under the FEMA Hazard Mitigation Assistance (HMA) grant programs.

She managed the daily operations of the FEMA Hazard Mitigation Assistance (HMA) and Grants Helpline,

coordinating with subject matter experts to address inquiries from residents and communities about HMA grant programs. Aranzazu has also assisted communities in Puerto Rico and North Carolina that have been impacted by disasters to recover through the CDBG-DR program.

Relevant Experience

North Carolina CDBG-DR Eligibility and Duplication of Benefits (DOB) Reviews, NC. *Recovery and resilience planning lead reviewer* of homeowners' applications to determine program eligibility and duplication of benefits for the CDBG-DR program which are provided to assist cities, counties, and states recover from presidentially declared disasters, mainly in low-income areas.

Hurricane Matthew Recovery and Resilience Planning, North Carolina Resilient Redevelopment Plans. *Co-author* of resilient redevelopment plans for the state emergency management agency which focused on the development of potential recovery projects in affected areas following Hurricane Matthew.

Puerto Rico CDBG-DR for Hurricane Maria and Irma, PR. *Call Center and Complaints Coordinator.* As the Call Center Lead, Aranzazu was responsible for maintaining a comprehensive log of incoming calls from applicants and overseeing a team that handled phone inquiries and public interactions. In her role as Complaints Officer, Aranzazu coordinated the resolution of complaints by conducting investigations, surveys, and interviews, as well as educating applicants. She attended to the concerns of applicants, ensuring that all complaints were addressed, resolved, and mitigated promptly and effectively.

Department of Environmental Quality, Hazard Mitigation Program Development, UT. *Technical Reviewer.* Conducted a technical review of the Utah Department of Emergency Management's Hazard Mitigation Assistance Quick Guide to verify accuracy, readability for a lay audience, and alignment with FEMA policies and tools. Evaluated the feasibility and cost-effectiveness of FY24 BRIC grant subapplications, including reanalysis of project Benefit-Cost Analyses (BCAs) and issuing Requests for Information to subapplicants for additional data. Reviews were conducted using FEMA GO.

Federal Emergency Management Agency (FEMA) Hazard Mitigation Assistance (HMA) Program, FEMA HQ. *Senior Subject Matter Expert (SME) and Technical Assistance Policy Advisor* providing expert guidance to FEMA's Hazard Mitigation Assistance (HMA) programs, including the Pre-Disaster Mitigation (PDM), Flood Mitigation Assistance (FMA), Hazard Mitigation Grant Program (HMGP), and the newly established Building Resilient Infrastructure and Communities (BRIC) Direct Technical Assistance (DTA) Initiative. Delivered technical assistance on grants management, policy and guidance development, and workshop creation. Oversaw the daily operations of the FEMA HMA and Grants Helpline, addressing programmatic inquiries related to mitigation grant programs that fund eligible activities aimed at reducing the impact of natural hazards.

Lael Holton, AICP, PMP, MPA

TASK 6 – ACTION PLAN DEVELOPMENT /

TASK 7 – NEEDS ASSESSMENT, MARKET ANALYSIS AND GIS

Qualifications

- ✓ Hands-on Project Management Approach
- ✓ PMI Certified
- ✓ Staffing and Project Management Skills
- ✓ Project and Program Strategic Focus
- ✓ Quality Focus

Education

- ✓ MA, Public Administration
- ✓ BA, Political Science

Training/Certifications

- ✓ American Institute of Certified Planners
- ✓ Project Management Professional

Career Summary

Lael has been providing customer-focused hazard mitigation project management and staff augmentation services for several Federal and State programs, most recently the Environmental Protection Agency's (EPA) Water TA program and the Federal Emergency Management Agency's (FEMA) Hazard Mitigation Assistance grant programs, including PDM, FMA and HMGP, as well as supporting the development and implementation of the BRIC program, the centerpiece for the federal government's revitalized focus on pre-disaster response, including buyouts, land use revisions and the utilization of managed retreat. Since 2018 with the passage of the DRRRA that created the BRIC Program, he has been key to our support for design and implementation of this

new mitigation grant program. Lael is integral to ensuring implementation of federal program strategies – supporting strategy to implementation through efficient staffing assignments aimed at team cohesiveness.

Relevant Experience

North Carolina Emergency Management (NCEM), Resilient Redevelopment Plans, NC. *Disaster Recovery Senior Consultant* for the development of recovery plans under the State's Hurricane Matthew Recovery program, specifically working in Duplin and Sampson Counties. Assisted with the identification of priority recovery projects, economic development activities, and the assessment of infrastructure needs to help these counties recover from hurricane Matthew.

City of San Marcos, CDBG-DR Action Plan, San Marcos, TX. *Disaster Recovery Senior Consultant* managing the development of a CDBG-DR Action Plan Unmet Needs Assessment for the City of San Marcos as part of the development process for the City's \$25M HUD CDBG-DR Action Plan. This Needs Assessment provided the City with detailed data and analysis related to the state of housing, infrastructure and the economy in San Marcos following their 2015 floods. This information was vital to determining the allocations of the CDBG-DR funding. Lael also assisted in drafting the final Action Plan, presenting on several occasions' information and updates regarding this project to the San Marcos City Council.

FEMA Mitigation, HMA Contract, Arlington, VA. *On-Site Project Manager/Program Administration Lead/Deputy Program Manager* for \$15M Technical Assistance contract (\$3M/year over 5 years), providing support and staff assistance to FEMA's HMA programs including PDM, FMA and HMGP, as well as supporting the development and implementation of the BRIC program (including the recent infusion of grant funding under IIJA/BIL) focusing on pre-disaster hazard mitigation, including revising local government land development codes, implementing buyout programs, conducting Benefit Cost Analyses on projects, and even determining the applicability of managed retreat policies. Lael managed on-site staff and coordinated assignments with additional off-site support staff. As the Program Management Lead, Lael verifies the appropriate assignment of staffing to HMA tasks, manages the timely monthly reporting of activities, manages the annual and semi-annual updates to the contract workplan, and ensures that all staff are appropriately certified and up to date on FEMA required training. Lael has played a key role in managing our extensive work across the HMA grant programs – from early strategic support for the revised Community Infrastructure Resilience Branch, to overseeing the annual staffing assessment project for the Division Management Office, to providing key insights and analysis, to the recent Obligation Rate Study project, Lael is involved in nearly every task provided to us by HMA.

Jessie Boyer

TASK 6 – ACTION PLAN DEVELOPMENT

Qualifications

- ✓ 5+ Years in Emergency Management
- ✓ Knowledgeable in HMGP, CDBG-MIT, CDBG-DR and other related grants for disaster recovery
- ✓ Experienced in program design, building, and implementation

Education

- ✓ MS, International Affairs, Florida State University
- ✓ BS, International Affairs and Chinese Language and Culture, Florida State University

Training/Certifications

- ✓ Florida Certified Contract Manager
- ✓ Emergency Management and Homeland Security Certificate, FSU

Career Summary

Jessie Boyer builds compliant CDBG-DR/MIT and HMGP programs end-to-end. Her portfolio includes preparing application narratives and budgets; compiling required federal/state documentation; coordinating county, district, and state stakeholders; and ensuring procurement and HUD compliance on CDBG-DR Planning and Infrastructure efforts. She manages LMS stakeholder coordination and timely submissions for complex, multi-site projects and supports accurate, on-time grant application packages. Her work also covers report preparation (QPR/SALSE, procurement docs), amendments, and multi-agency communications—experience she applies to transparent public engagement.

Relevant Experience

Henderson County, NC - Disaster Recovery Grant Consultant. Supported the County in advancing disaster resilience initiatives by reviewing and aligning project materials with BRIC and FMA program requirements.

Assisted with Notice of Intent (NOI) and Letter of Interest (LOI) development, including demographic research, nature-based solutions, and permitting considerations. Coordinated with county staff, refined PowerPoint presentations, and provided ongoing guidance to strengthen application readiness.

Cherokee County, SC - Disaster Recovery. Grant Consultant. Supported the county by reviewing eligible projects for compliance and alignment with funding priorities. Conducted research and analysis of the Notice of Funding Availability (NOFA) to identify opportunities and ensure projects met program requirements.

Florida Department of Economic Opportunity. Project Oversight. Oversaw seven CDBG-DR programs following Hurricanes Michael, Irma, Hermine, and Matthew Recovery with a combined total of over \$447M in federal HUD funding. Assisted the Bureau Chief in overseeing 14 different programs that have a combined total of over \$1.5B in federal HUD funding in the Bureau of Economic Recovery.

Florida Department of Economic Opportunity. Mitigation Lead for Critical Facility Hardening Program with 61 sub-recipients whose projects totaled \$75M. Developed, prepared, implemented, and maintained the program application process for the Mitigation Team's three CDBG-MIT programs. Created and oversaw the application, supporting application documents, and the scoring process used for all three programs.

Lee County Schools, FL, CDBG-DR Applications. Grant Writer. Following Hurricane Ian as part of the recovery, she identified projects and wrote \$25M in HMGP applications, and for \$500,000 for CDBG-DR planning funds for District-wide Vulnerability Assessment (which had been awarded) and an additional \$50M in CDBG-DR funds for District-wide Infrastructure Hardening have been applied for which have been approved by the County and sent to HUD for final approval.

Advent Health North Pinellas, FL, HMGP Applications. Grant Writer. As part of their Hurricane Idalia Recovery, Jessie assisted the client with their \$55M application for HMGP funds to harden the building envelope of their hospital to meet current wind codes for coastal communities. The application was submitted to the Pinellas County Local Mitigation Strategy (LMS) and approved for funding priority and has been submitted for the Florida Division of Emergency Management for processing

Sydney Brown, CFM

TASK 7 – NEEDS ASSESSMENT, MARKET ANALYSIS AND GIS

Qualifications

- ✓ Sydney is a seasoned professional with a passion for optimizing operations.
- ✓ Expertise includes harnessing data-driven insights to drive efficiency and strategic decision-making.

Education

- ✓ MPA, Disaster Recovery, Louisiana State University
- ✓ BA, Mass Communication, Louisiana State University

Training/Certifications

- ✓ AECOM Certified Project Manager
- ✓ AECOM Certified Project Approver
- ✓ AECOM Certified Lead Verifier
- ✓ Certified Floodplain Manager (US#23-12922)
- ✓ FEMA IS Certificates: IS10.A, 20.24, 100.C, 235.C, 240.C, 241.C, 242.C, 288.A, 323, 366.A, 368.A, 393.B, 405, 700.B, 800.D, 906, 907, 909, 1152, 2002, 2200, and 2901

Career Summary

Sydney has delivered residential mitigation programs to at-risk and vulnerable populations for more than a decade, serving more than 30,000 households across more than a dozen declared disasters. Her program experience totals more than \$5B in federal funding. With a passion for optimizing operations and a strong foundation in reporting and data analysis, she harnesses data-driven insights to drive efficiency and strategic decision-making. Her disaster program management experience includes compliant delivery of recovery programs across various funding streams, including CDBG-DR/MIT, FEMA-PA, FEMA-IA, FHWA, and HMGP.

Relevant Experience

Texas Department of Transportation (TxDOT), North Houston Highway Improvement Project (NHHIP) Low-Income Construction Noise & Dust Mitigation Program, TX. *Program Manager*. This program assists residents impacted by construction along TxDOT's project area. The program provides funding to install or upgrade features within applicant homes, to mitigate against the impacts of construction noise and dust. Sydney oversees all aspects of the program to include program development, implementation controls, and production timelines. She also

serves as the main client liaison to verify deliverables meet contractual obligations and the program goals outlined in the Record of Decision (ROD).

State of Montana, FEMA HMA Grant Management Services. *Project Manager*. AECOM is currently providing HMA application development and technical assistance for multiple counties in its efforts to finalize eligible funding for flood recovery projects and bridge replacements across the state. We are providing technical and Benefit Cost Analysis (BCA) reviews to help facilitate funding from both HMGP and FMA. Sydney provides contract oversight and manages resources to verify deliverables meet the client's standards.

Texas GLO, Homeowner Assistance and Reimbursement Program (HARP), Southeast Texas Region. *Deputy Program Manager*. Sydney provides oversight of the team implementing the Homeowner Assistance and Reimbursement Program in seven Texas counties which provides rehabilitation/reconstruction services to damaged single family residences and reimbursement of out-of-pocket expenses directly to homeowners impacted by Tropical Storm Imelda. Building on best practices developed over a ten-year relationship with the State agency, Sydney supervises the teams responsible for damage assessment, environmental clearance and feasibility review. The HUD allocation for this program totals \$71,600,000 and is expected to serve 750 -1,000 homeowners.

Texas GLO, CDBG-DR Resilient Home Program (RHP). *Deputy Program Manager*. Sydney provides oversight of the teams responsible for damage assessment, feasibility review, environmental clearance, pre-construction planning, and builder oversight for the Resilient Home Program, a pilot program aimed to implement six different resilient home construction methods in the region impacted by Hurricane Harvey.

Derrick Hiebert, CEM

TASK 8 – PROGRAM PERFORMANCE MONITORING AND EVALUATION

Qualifications

- ✓ 10+ years as a hazard mitigation strategist, planner, and program manager with hands-on experience at the federal, state, and local level.
- ✓ National leader in hazard mitigation grants and project implementation as the former FEMA Assistant Administrator for Hazard Mitigation and Floodplain Management.

Education

- ✓ Master of Urban Planning, the University of Washington, Seattle
- ✓ BA Geography, George Washington University, Washington, DC

Training/Certifications

- ✓ Certified Floodplain Management
- ✓ Project Management Professional

Career Summary

Derrick is the Infrastructure Resilience Practice Leader and a former federal Senior Executive, with a record of building innovative hazard mitigation programs at all levels of government. He recently led the Hazard Mitigation Directorate at the FEMA, delivering a nationwide portfolio of over \$35B in Hazard Mitigation Assistance grants alongside the national Floodplain Management program and Hazard Mitigation cadre. Prior to FEMA, Derrick advised clients on establishing performance management for critical programs and led state and local mitigation planning and project development for King County Emergency Management and Washington State. He provides strategic consulting on disaster risk reduction, planning, and resilience investments, partnering with public sector clients to design scalable grant programs that maximize federal funding and strengthen community preparedness.

Relevant Experience

Federal Emergency Management Agency, Washington, DC. *Assistant Administrator.* Led FEMA's Hazard

Mitigation Assistance (HMA) programs, directing 300+ staff and a \$35B+ grant investment portfolio. Oversaw FEMA's regulatory Floodplain Management Program. Achieved an unprecedented 43% year-over-year increase in grant obligations (\$2.5B+) through systematic process improvements, customer service, and technology innovation. Pioneered FEMA's first AI project and HMA's enterprise portfolio management system, revolutionizing how the agency delivers mitigation assistance to communities nationwide.

Deloitte, Olympia, WA. *Specialist Master in Crisis and Resilience.* Architected resilience solutions for high-profile federal initiatives, leading teams through hazard mitigation and emergency response projects. Delivered federal program implementation, state disaster recovery support, and pandemic response logistics. Recognized subject matter expert providing strategic guidance to homeland security and defense agencies on climate resilience and hazard mitigation.

King County Emergency Management, Renton, WA. *Hazard Mitigation Strategist.* Orchestrated King County's mitigation investment strategy across 60+ jurisdictions, securing \$20M+ from FEMA mitigation grant programs. Led and wrote regional hazard mitigation plan update, fully incorporating resilience equity considerations. Led PPE procurement during COVID-19 response.

Washington State Emergency Management, Lynnwood, WA. *Hazard Mitigation Strategist and Disaster Recovery Coordinator.* Developed Washington State's approach to disaster risk reduction by creating systematic plan-to-project pipeline that elevated the state to top national performer in competitive federal grant programs. Completely rewrote state mitigation strategy through innovative multi-agency collaboration, then scaled technical assistance delivery to 30+ jurisdictions annually.

Vic Blackwell, PE, ENV SP

TASK 9 – CIVIL RIGHTS, FAIR HOUSING, LABOR STANDARDS, AND HISTORIC PRESERVATION

Qualifications

- ✓ 14 years of experience aligning programs and equitable outcomes, including social vulnerability analysis, process and program evaluation policy development, public and stakeholder engagement, and facilitation and training.

Education

- ✓ MEng Environmental Engineering, Pennsylvania State University
- ✓ BS, Civil and Environmental Engineering, North Carolina State University

Training/Certifications

- ✓ Professional Engineer
- ✓ Envision Sustainability Professional

Career Summary

Vic has partnered local, state, and federal governments to build, improve, monitor, and evaluate their work towards more equitable practices and outcomes for the communities they serve. She has experience identifying and addressing issues related to Title VI as well as NEPA coordination. She was an Environmental Justice Policy Advisor within the Office of Civil Rights for the North Carolina Department of Transportation. In that role Vic advised on methods to achieve equitable outcomes federal discretionary grants, and projects impacting environmental justice communities.

Relevant Experience

FEMA Hazard Mitigation Assistance (HMA) Program Service. *Task Manager and Senior Reviewer.* Vic managed the delivery of the environmental justice scope supporting the FEMA Office of Environmental Planning and

Historic Preservation. The scope included development of several policies, an agency-wide environmental justice strategic and communication plans, environmental justice trainings to strengthen compliance, protect civil rights, and support disaster recovery programs that served mixed-income communities, reinforcing FEMA's ability to meet HUD-style monitoring standards and audit readiness. Vic also supported FEMA to develop environmental justice program guidance for the public assistance program.

High Speed Rail Program Delivery Support, CA *NEPA Assignment Coordinator.* Serving as the NEPA assignment coordinator to perform environmental review responsibilities for socioeconomic and communities, public involvement, and environmental justice analysis within EIS/EIR and reexamination processes. Providing advisory across resource areas on environmental impacts identification and analysis as well as avoidance, minimization and mitigation.

Metropolitan Atlanta Rapid Transit Authority (MARTA), Authority Wide Vulnerability Study, GA. *Equity and Environmental Justice Lead.* Vic led the equity and environmental justice scope of the vulnerability study to provide a systematic method to analyze programs and services offered by MARTA to evaluate gaps in how vulnerable groups and community needs are represented adequately in existing services. This involved collecting and analyzing data from multiple sources on the communities in which MARTA operates in terms of social vulnerability and pollution burden and visualizing them in maps and a final report.

Laura Cherney, MBA, ENV SP, WEDG

TASK 9 – CIVIL RIGHTS, FAIR HOUSING, LABOR STANDARDS, AND HISTORIC PRESERVATION / TASK 17 – ENVIRONMENTAL REVIEW

Qualifications

- ✓ 26+ Years in Environmental Compliance and Permitting
- ✓ Specializes in environmental compliance and historic preservation

Education

- ✓ MBA, Executive MBA Program with Honors, Florida International University, Miami, FL
- ✓ BS, Environmental Engineering Sciences, University of Miami, Coral Gables, FL

Training/Certifications

- ✓ Envision Sustainability Professional, 2024
- ✓ Waterfront Edge Design Guidelines (WEDG) Associate, 2024

Career Summary

Laura specializes in marine and terrestrial wetland ecology, threatened and endangered species surveys, ecological studies; compliance with NEPA, and environmental resource permitting on projects ranging from large-scale transportation projects to habitat restoration projects. She has in-depth knowledge of federal, state, and local environmental laws and federal regulations including NEPA, Endangered Species Act, and Clean Water Act. Ms. Cherney is skilled at managing projects, multidisciplinary teams, accelerated schedules, and project budgets.

Relevant Experience

City of Lakeland, Lake Bonnet Flood Mitigation Project, FL. *Lead NEPA Specialist* for \$42.9M HUD grant award under the CDBG-MIT program. In partnership with Bonnet Springs Park, the project focuses on increasing flood storage capacity to the drainage basin by improving the

stormwater infrastructure and watershed quality.

Florida Division of Emergency Management (FDEM), Hurricane Recovery Compliance, FL. *Technical Reviewer* to verify Environmental and Historic Preservation (EHP) compliance for grant application eligibility, funded by FEMA and administered through a partnership with FDEM. Following Hurricanes Ian (2022) and Idalia (2023), reviewed grant applications to verify sub-applicant compliance with a range of environmental laws.

City of Provo, Long-Term Sustainability for Provo's Water Supply Hazard Mitigation Project, Utah County, UT. *Lead NEPA Specialist* to support Provo's water supply project to address the threat of long-term drought and build resilience by increasing the City's reliable year-round water supply. A portion of the drought mitigation project funding includes a \$50M award under FEMA's Building Resilient Infrastructure and Communities competitive mitigation program FY 2021. FEMA prepared the Environmental Assessment (EA) and signed the FONSI in December 2023.

Georgia Ports Authority (GPA), Colonel's Island Terminal (CIT) Flood Mitigation Project, Brunswick, GA. *Lead NEPA Specialist* for mitigation project that elevated a nearly 20-acre parcel to reduce losses from coastal flooding and storm surge at the CIT. NEPA compliance ensured eligibility funding under FEMA's hazard mitigation grant program (HMPG) following \$245M in damages from Hurricane Matthew. (2016). FEMA signed the FONSI in October 2023.

Florida Department of Transportation (FDOT), District 6, Districtwide Resilience Support for Miami-Dade and Monroe Counties, FL. *Task Work Order (TWO) Lead* providing resilience support on an as-needed basis to FDOT D6 for ongoing and future transportation planning efforts and roadway improvement projects, including development of a Districtwide Resilience Guide as well as several Coastal Storm Risk Management (CSRM) studies being conducted by the U.S. Army Corps of Engineers (USACE) in the South Florida including Miami-Dade County and the Florida Keys.

U.S. Department of Defense (DoD), Defense Program for Defense Advanced Research Projects Agency (DARPA), FL. *Program Manager* for a \$21M University of Miami-led research and development team awarded to develop a hybrid engineered/biological reef-like structure as a wave-attenuating mitigation solution to coastal flooding and storm surge.

Kennedy Shannon, Esq.

TASK 9 – CIVIL RIGHTS, FAIR HOUSING, LABOR STANDARDS, AND HISTORIC PRESERVATION

Qualifications

- ✓ 17+ years of disaster grant management, nonprofit management, federal grant compliance, and diversity & inclusion experience
- ✓ Proven track record of using excellent communications and organizational skills

Education

- ✓ Masters Certificate, Diversity and Inclusion, Cornell University
- ✓ Masters Certificate, Project Management & Process Management, Cornell University
- ✓ Doctor of Law (J.D.), Law, University of Detroit Mercy School of Law
- ✓ MS, Intelligence Analysis, Criminal Justice/Police Science, University of Detroit Mercy School of Law
- ✓ BA, Political Science and Public Administration, Michigan State University

Training/Certifications

- ✓ License to Practice Law, State Bar of Michigan
- ✓ Accredited Department of Veteran Affairs Attorney, U.S. Department of Veteran Affairs

Career Summary

Kennedy is Vice President of Community Programs and is a senior grants and federal-funding SME with 17 years of experience. She has supported 27+ clients in 10 states with ARPA allocations exceeding \$1B and previously managed Detroit's CDBG entitlement portfolio with IDIS oversight and 2 CFR 200 compliance.

As a licensed attorney specializing in federal regulatory compliance, Kennedy leverages her skills to navigate the complex terrains of government RFP's and RFQ's, federal housing law, and federal program compliance. She specializes in analyzing complex regulatory challenges within the HUD CDBG/CDBG-DR/CDBG-MIT, and ARPA space, crafting practical, robust recommendations to navigate through them.

Key expertise includes Urban Housing & Federal Grants, Disaster Recovery & Management, Community & Economic Development, Federal Program Compliance & Management, Diversity, Equity, & Inclusion Initiatives, and Data-Driven Managerial Decision Making.

Relevant Experience

Newton County, Grant Writing and Management, GA.

Program Manager. Managed the County's grant research and writing initiatives, including effective use of the County's ARPA funding to support low to moderate-income social infrastructure projects, along with traditional

infrastructure improvements. Audited the low-income senior housing program and identified fraud that she then helped the County rectify. Administered low-income housing program that provided support for repairs for seniors who needed it throughout the County.

City of Fayetteville, American Rescue Plan Act (ARPA), NC. *Subject Matter Expert & Program*

Manager. Provides subject matter expertise in the American Rescue Plan Act and provides federal compliance with 2 CFR part 200. Assists with identifying applicable uses for ARPA funding that meets City's goals, including small business revitalization and broadband infrastructure. The City chose to focus their programs on childcare, small businesses, and infrastructure improvements. Administered the applications and guided participants through the process.

City of Detroit, MI. *Assistant Director of the Office of Grant Management.* Supervised a subordinate staff of nine professionals and paraprofessionals who performed program management work in Housing, Economic Development, & Community Economic Services. Provided Program Management and Compliance Oversight for Neighborhood, Community & Economic Development Grants and Programs. Total Neighborhood, Community & Economic Development Grant Portfolio of \$596,098,959.40 (Private and Federal dollars).

CDBG Management, San Juan, PR. *Program Manager.* Provided comprehensive compliance and program management services to facilitate disaster relief, recovery, restoration, and economic revitalization in area affected by natural disasters. Supported grant administration services for projects

Rhonda Walker, PE, PMP

TASK 11 – TECHNICAL AND ENGINEERING SUPPORT / TASK 15 – GRANT MANAGEMENT

Qualifications

- ✓ 25+ years of experience in disaster recovery, federal compliance, project development, planning, civil and environmental engineering, project management, procurement, arbitration support, appeals/litigation support, and budget control systems.

Education

- ✓ BS, Civil Engineering, Purdue University

Training/Certifications

- ✓ Professional Engineer, FL #64965
- ✓ Project Management Professional #4135613
- ✓ ENV SP #60486

Career Summary

Rhonda has experience with grant programs including FEMA-PA, FEMA-IA, CDBG-DR, ARPA, and IRA. Her FEMA-PA experience includes Section 404 & 406 Hazard Mitigation, Sheltering and Temporary Essential Power (STEP) housing program, cost estimating, document validation and closeout. Her experience with PA project development includes light to heavy horizontal projects such as roads, bridges, infrastructure and marinas, as well as light to heavy vertical projects such as wastewater treatment facilities, water treatment facilities, schools, universities, hospitals, and government facilities. Her background includes civil and environmental engineering, environmental construction management, remedial design including construction design and specifications and operations and maintenance. As our ARPA Policy and Compliance Lead for ARPA consulting contracts, she is

well versed in policy, compliance, eligibility validation, monitoring and reporting required for ARPA funded projects.

Relevant Experience

Federal Emergency Management Agency, US Virgin Island Support, *Federal Policy SME*. Providing subject matter expertise in federal policy during the review and evaluation of procurement and standard operating procedure documents for the USVI housing program using CDBG-DR funding following Hurricanes Irma and Maria.

County of Monterey, FEMA Grants Management Support. *FEMA Policy SME*. Providing subject matter expertise in FEMA policy and operations for DR-4683 and 4699. Review and provide oversight on complicated projects following the floods/storms.

City of Detroit, American Rescue Plan Act Grant Compliance, MI. *ARPA Compliance Lead*. Compliance Lead providing expertise in federal policy and compliance for Department of the Treasury 31 CFR Part 35 Coronavirus State and Local Fiscal Recovery Funds and 2 CFR Part 200 Uniform Administrative Requirements. Supporting the City with compliance oversight during project scoping, procurement, project delivery and closeout of over 100 eligible projects totaling more than \$800M. Promoting optimization and maximizing funding while supporting equity and diversity in the use of the ARPA funding.

The Virgin Islands Housing Finance Authority, Sheltering and Temporary Essential Power (STEP) Pilot Program (DR-4335, 4340). *Subject Matter Expert* for FEMA Policy and Compliance for the Virgin Islands Housing Finance Authority's (VIHFA) STEP program following Hurricanes Irma and Maria in 2017. Assisted in cost reasonable analysis and reporting to support the closeout of over \$600M in Phase 1 Basic STEP and Phase 2 STEP-R Roof Hardening Programs which allowed for emergency repairs to individual homes to allow homeowners to stay in their homes until permanent repairs could be completed.

Federal Emergency Management Agency, Public Assistance Technical Assistance Contractor (TAC), AECOM Recovery/ERPMC, Nationwide. *Policy Advisor and Technical Specialist*. Used law, regulation and PA Policy to develop disaster grants, mitigation projects, cost estimates using RS Means and CEF Format, provided policy expertise and conducted closeout on hundreds of projects across 18 FEMA disasters.

Tony Dorsa

TASK 11 – TECHNICAL AND ENGINEERING SUPPORT

Qualifications

- ✓ 20+ Years in Disaster Response & Recovery
- ✓ Understanding of CDBG-DR policy, emergency management, and supervising construction programs enables him to reduce risk while supporting residents' return to their homes

Education

- ✓ MS, Strategic Studies
- ✓ BS, Mechanical Engineering

Training/Certifications

- ✓ Louisiana Engineer Intern #19347
- ✓ Certified Floodplain Manager #US-14-07450
- ✓ U.S. Army Skill Identifier D7A - Defense Support of Civil Authorities
- ✓ AECOM Certified Project Manager and Lead Verifier
- ✓ Certified HUD Housing Quality Standards Inspector
- ✓ FEMA Professional Development Series Certification

Career Summary

Tony brings more than 20 years of combined experience in emergency management, construction management, project management, and military civil engineering and has directed multi-million-dollar projects for the Louisiana National Guard Construction and Facilities Management Office. While at AECOM, he has worked on various HUD CDBG-DR, FEMA-IA and FEMA-PA programs and is overseeing the Emergency Repatriation Program for the federal government. Additionally, he has extensive floodplain management experience gleaned from his many years of construction management within Special Flood Hazard Areas.

Relevant Experience

U.S. Department of Health and Human Resources (HHS) Office of Human Services Emergency Preparedness and Response, Emergency Repatriation Program, Deployment and Emergency Support.

Program Manager. Provided incident management support to HHS, Administration for Children and Families (ACF), OHSEPR, its leadership, and OHSEPR personnel activated and deployed in support of emergency repatriation operations. The scope of work includes steady-state, operational readiness, training development and delivery, cadre recruitment and development, program management

support, and emergency or deployment mission operations support. Tony is the program manager who oversees the development of the program during steady state operations as well as acts as part of incident command during emergency repatriation operations.

Federal Emergency Management Agency (DR-4697-MS), DSA LOGHOUSE. Field Task Order Manager (FTOM). Provided technical and project management construction support services to FEMA's direct housing missions. Tony served as the FTOM for DR-4697-MS-Mississippi Severe Storms, Straight-line Winds, and Tornadoes. He is responsible for overall management, command, and control of the organization, and providing the primary interface with the FEMA Contracting Officer Representative. His duties include oversight and quality control of site inspections of private and commercial sites and the installation, maintenance, and deactivation of Transportable Temporary Housing Units (TTHU) in support of this disaster.

Monterey County, Office of Emergency Services, Grant Management Services. Program Manager for support services for the Non-Congregate Sheltering (NCS) program administered by the County of Monterey. Tony is responsible for supporting program development, survivor intake operations, and maintaining proper staffing levels.

Federal Emergency Management Agency, DSA LOGHOUSE. Construction Manager for the Gage Court Group Site Access Improvements. He was responsible for managing the general contractor (GC), reviewing submittals and deliverables, overseeing the schedule, and ensuring the GC adheres to the site safety plan. He collaborates with the GC on a regular basis to ensure the schedule is on track and the scope items are addressed according to plan. He provides routine updates to the FEMA Contracting Officer representative and visits the site to validate the scope and completion status.

Chris Orr, PMP

TASK 12 – TRAINING, TECHNICAL ASSISTANCE, AND CAPACITY BUILDING

Qualifications

- ✓ Over 25 years of experience and expertise in training development and delivery; program, project, and task order management; and internal, external, and crisis communications.

Education

- ✓ BS, University of Maryland University College
- ✓ Project Management Leadership Certification, Husson University

Training/Certifications

- ✓ Project Management Professional (PMP), 2016

Career Summary

Chris has over 25 years of training development and delivery; program, project and task order management; internal, external, and crisis communications; stakeholder engagement; and disaster response and recovery experience, to include supporting federal and disaster response and recovery programs, conducting regional and local level emergency response and preparedness exercises for government and defense agencies, and providing real-time situational awareness analysis and reporting to military and civilian leaders in the US and abroad.

Relevant Experience

Puerto Rico Repair, Reconstruction and Relocation (R3) CDBG-DR Program, PR. Deputy Program Manager. Supported the Program Manager (PM) in oversight and management of a HUD-funded CDBG-DR housing

recovery program. Conduct and manage cross-project activities including developing and delivering internal training, policies, and procedures; assisting the PM in monitoring the team's overall program performance; providing direct oversight for AECOM's compliance activities; and establishing strategies to achieve monthly and yearly goals and monitoring and assessing performance against those goals.

City of New York, Build It Back CDBG-DR Housing Program, NY. Senior Advisor for Training, Records, and Resource Management. Developed, coordinated, and delivered program and policy training for application coordinators supporting Build It Back (BIB) operations; this training was designed to increase coordinators' knowledge and provide skills necessary to assist applicants in moving their claims through the eligibility verification process. Assisted with the development, editing, and training of Program Standard Operating Procedures (SOPs).

Developed and implemented a comprehensive Program Onboarding Training Plan for all subcontract staff; tested employees for program knowledge, adjusted the plan as necessary to reflect changing program requirements; adjusted training presentations to accommodate individual learning styles; tracked and analyzed training completion data to report to senior program management; managed training library and assisted employees with their accounts.

CM Services for the CDBG-DR Program, Office of Recovery and Resiliency (NCORR), NC. Policy and Procedure Development Support. Provided senior planning support during program startup, assisting with development and review of program process flow and program policies, procedures, and SOPs, including, but not limited to the Program Health and Safety Plan (HASP), the Program Quality Control Plan (QCP), the Program Section 3 Plan, and the Program Construction Management SOP.

US Army, 3rd U.S. Infantry Regiment (The Old Guard). Operations and Training Manager. Developed and executed all modes of training to include desk-side support, traditional classroom teaching, formal military briefings, and task-oriented large- and small-group sessions. Conducted annual required training on various subjects, to include operational, physical, and information security, personnel security programs, physical fitness, and safety.

Chrissy Taylor

TASK 12 – TRAINING, TECHNICAL ASSISTANCE, AND CAPACITY BUILDING / TASK 15 – GRANT MANAGEMENT

Qualifications

- ✓ Chrissy is well versed in grant management, technical assistance, and capacity building
- ✓ As a former manager at GLO she brings a unique experience and has the foundational knowledge to run a successful disaster recovery program.

Education

- ✓ BA, Biology, University of Texas at Austin

Training/Certifications

- ✓ FEMA Courses: IS-323, IS-328, IS-393.b, IS-403, IS-1000, IS-1001, IS-1004; IS-1014

Career Summary

Chrissy is a highly experienced grant manager in disaster recovery, with specific experience of the CDBG-DR and CDBG-MIT programs. Her experience with the General Land Office (GLO) includes single-family reconstruction and rehabilitation and reimbursement activities. She is efficient in grant management, audits and analysis of data, and contract and project oversight. She is efficient in grant management, audits and analysis of data, and contract and project oversight. Chrissy has successfully managed programs that total over \$1.5B in federal funding, by streamlining processes, disseminating clear directives, and efficiently coordinating workloads to achieve program goals.

Relevant Experience

Pike County, Buyout Program. *Grant Compliance Specialist.* AECOM is supporting Pike County in implementing a buyout program funded by FEMA's Hazard Mitigation Grant Program (HMGP) and USDA's Natural Resources Conservation Service (NRCS). Our team provides case management and inspection services for individuals participating in the program. Chrissy oversaw the development of Policies and Procedures and contributed to the creation of project oversight tools, including a health and safety plan.

Texas Department of Transportation (TxDOT), North Houston Highway Improvement Project (NHHIP) Low-Income Construction Noise and Dust Mitigation Program, TX. *Deputy Program Manager.* This program assists residents impacted by construction along TxDOT's project area. The program provides funding to install or upgrade features within applicant homes, to mitigate against the impacts of construction noise and dust. Chrissy assisted in the development of policies and procedures and created training materials for program staff. During the program implementation phase, she aids the team with identifying solutions to project concerns to verify applicants are managed consistently and in compliance with program policies.

Division of Emergency Management, Mitigation Program, Project, and Grant Management, UT. *Project Manager.* AECOM is currently providing mitigation program, project, grant management development and mitigation work assistance for the Utah Division of Emergency Management (DEM). Chrissy provides oversight of tasks and deliverables to align with the DEM's priorities and needs. Additionally, she assists in the development of mitigation guides, training, grant outreach, and program development to assist DEM's staff with program implementation.

Texas General Land Office (GLO), Homeowner Assistance and Reimbursement Program (HARP), TX. *Program Manager.* This program provides rehabilitation/reconstruction services to damaged single family residences and reimbursement of out-of-pocket expenses directly to homeowners impacted by Tropical Storm Imelda. The HUD allocation for this program totals \$71,600,000 and is expected to serve 750 -1,000 homeowners. Chrissy had oversight of two program implementation vendors and assisted with the management of eleven construction contractors. Chrissy maintained constant oversight and guided four functional groups within her team: application reviews, payment requests, construction oversight, and closeouts. Utilizing previous lessons learned, she streamlined processes within the State's system of record (TIGR). This allowed team members to primarily access one software platform to perform a majority of their job duties. Additionally, drawing on previous GLO programs, her team developed policies and procedures to implement a reimbursement program.

Jennifer Mendoza

TASK 13 – RELOCATION PROGRAM (URA/TRA) DEVELOPMENT AND COMPLIANCE SUPPORT / TASK 16 – TECHNICAL SYSTEMS AND PROJECT MANAGEMENT

Qualifications

- ✓ 13+ Years in Disaster Response & Recovery
- ✓ Experience managing multiple HUD and FEMA funded programs, with a focus on compliance, monitoring, eligibility and policies and procedures.
- ✓ Experience with Multiple States' URA programs

Education

- ✓ BA, Environmental Science and Policy, California State University

Career Summary

Jennifer brings 13 years' Project Management experience in disaster recovery, resiliency, and sustainability programs. She specializes in Project Initiation, Case Management, Compliance, Monitoring, Eligibility, Policies and Procedures, Applicant and Stakeholder Relations, Complaints and Appeals, Relocation Programs, Data Analysis and Metrics, and Reporting. Jennifer's key strengths include the capability to develop and lead initiatives and identify resolutions that fit both program and applicant needs. Her experience is bolstered by developing standard operating procedures, training protocols, risk management, and the build out of content/construction management systems for FEMA and HUD funded projects.

Relevant Experience

Pike County, Buyout Program. *Uniform Relocation Act (URA) Specialist* supporting Pike County in implementing a buyout program funded by FEMA's Hazard Mitigation Grant Program (HMGP) and USDA's Natural Resources Conservation Service (NRCS). Our team provides case management and inspection services for individuals participating in the program. Jennifer contributed to the development of Policies and Procedures, focusing on the implementation of the Uniform Relocation Assistance (URA).

Texas General Land Office (GLO), Relocation Assistance Services Program, TX. *Monitoring and Compliance Lead*. Provided relocation services to displaced residents in Harris County and the City of Houston who did not receive eligible Uniform Relocation Act (URA) benefits. GLO had identified subrecipient compliance concerns and procured AECOM to implement corrective measures to assist eligible applicants. The AECOM team developed implementation materials and training to deliver outreach, case management, award calculations and disbursement activities. The team is currently performing eligibility, award calculation, and reimbursement in compliance with URA requirements. As the Monitoring and Compliance Lead, Jennifer is providing compliance oversight of program staff activities, drafting policies and procedures, checklists, and associated project materials, to validate compliance with the URA. Jennifer supervises the completion of eligibility reviews to verify applicants meet program requirements.

North Carolina Department of Environmental Quality, Flood Resiliency Blueprint System, NC. *Resiliency Specialist* supporting North Carolina's Flood Resiliency Blueprint to develop a decision-making framework and online-decision support tool for planning and policy development to address flooding for communities in North Carolina's river basins. Jennifer supported the drafting of the blueprint process, based upon the SCHEMA created by AECOM project leadership. She supported developing processes and procedures for the lifecycle of the Blueprint from initial stakeholder engagement, project implementation, grant funding and approval, project management, audit, and closeout.

North Carolina Office of Recovery and Resilience, Resilience Portfolios, NC. *Resiliency Specialist* supporting Phase 2 of the Regional Resilience Portfolio created to develop a portfolio of 5 to 10 priority projects within the state that would strengthen regional resilience. The first phase of the project was to conduct a vulnerability assessment; the second phase of the project was to develop a portfolio of projects that were prioritized based on cross-regional benefits. Projects included construction projects, nature-based solutions, outreach and capacity building initiatives, or planning and policy development. Jennifer supported the creation and development of a project prioritization tool, which evaluated four criteria: risk, funding opportunities, implementation, and return on investment. The tool would apply a prioritization methodology to develop a numerical score to rank each project included in the portfolio.

Julie Trahan

TASK 13 – RELOCATION PROGRAM (URA/TRA) DEVELOPMENT AND COMPLIANCE SUPPORT

Qualifications

- ✓ 14+ Years of disaster recovery experience with a focus on programmatic compliance.
- ✓ Experience providing payment management for Texas URA program

Education

- ✓ BS, Textile & Apparel Merchandising

Career Summary

Julie has over 14 years of disaster recovery leadership experience to support recovery efforts throughout Texas and Louisiana. Her key clients include Texas GLO, Louisiana GOHSEP and the Southeast Texas Regional Planning Commission. Julie's experience with CDBG-DR and FEMA-funded programs covers a range of projects, including single- and multi-family and URA benefit programs as well as FEMA Individual and Public

Assistance programs. With a focus on programmatic compliance, she has led program staff through the eligibility, duplication of benefits, pay application, and program closeout processes, including the processing of more than 16,000 contractor draw requests for payment.

Relevant Experience

Texas General Land Office (GLO), Uniform Relocation Services, TX. *Payments Manager.* AECOM provides relocation services to displaced residents in Harris County and the City of Houston who did not receive eligible Uniform Relocation Act (URA) benefits. GLO had identified subrecipient compliance concerns and procured AECOM to implement corrective measures to assist eligible applicants. The AECOM team developed implementation materials and training to deliver outreach, case management, award calculations and disbursement activities. As payments manager, Julie was responsible for oversight of all disbursement activities, supporting eligibility, processing, and final award calculations, in compliance with federal URA requirements and guidelines.

Texas Department of Transportation (TxDOT), North Houston Highway Improvement Project (NHHIP) Low-Income Construction Noise and Dust Mitigation Program, TX. *Policy Support.* Julie provides program support for residents impacted by construction along TxDOT's project area by assisting in the development of policies and procedures to verify compliance with program requirements. She also assists with the review of forms and other program implementation documents to conform with program policies.

Texas GLO, CDBG-DR Resilient Home Program (RHP), TX. *Deputy Program Manager – Compliance.* The Resilient Home Program is a pilot program that aims to implement six different resilient home construction methods in the region impacted by Hurricane Harvey. Julie is responsible for working with the client and program staff to verify program guidelines are followed and files include all necessary documentation. As part of this role, Julie works closely with a team of Grant Specialists to review applicant eligibility, perform the Duplication of Benefits review, and review the file for compliance as part of the closeout process. She is also responsible for managing the contractor pay application process, which includes a compliance review of required program documentation and request for payment submittal to the client's system of record.

Texas GLO, CDBG-DR Tropical Storm Imelda Homeowner Assistance and Reimbursement Program (HARP), TX. *Deputy Program Manager – Compliance.* As Deputy Program Manager, Julie is responsible for working with the client and program staff to verify program guidelines are followed and files include all necessary documentation from eligibility to closeout. This program provides rehabilitation/reconstruction services to damaged single family residences and reimbursement of out-of-pocket expenses directly to homeowners impacted by Tropical Storm Imelda. The HUD allocation for this program totals \$71,600,000 and is expected to serve 1,100 homeowners. Julie works closely with a team of Grant Specialists to perform closeout compliance reviews to confirm eligibility for applicants receiving rehabilitation/ reconstruction, reimbursement assistance, and relocation assistance. She is also responsible for managing the contractor and homeowner payment process, which includes a review of required program documentation for compliance and request for payment submittal to the client's system of record.

Khrystle Bullock-Sam, MS

TASK 14 – COMMUNICATION AND OUTREACH

Qualifications

- ✓ 8 years of experience and expertise in public health analysis, civil rights and fair housing compliance, community engagement, and federally funded disaster recovery and resilience programs.

Education

- ✓ MS, Neuroscience, Concentration in Health Disparities, Wake Forest University School of Medicine
- ✓ BS, Public Health, Minor in Chemistry and Africana Studies, University of North Carolina at Charlotte

Career Summary

Khrystle brings a data-driven and people-centered approach to program management, capacity building, and stakeholder engagement, making her well qualified to support North Carolina's long-term disaster recovery efforts. Khrystle has experience supporting federal, state, and local agencies in advancing equity, compliance, and resilience across housing, disaster recovery, and environmental programs. She has guided agencies such as FEMA, HUD, DHS, and state transportation and environmental departments in integrating civil rights, fair housing, and labor standards into federally funded initiatives. Her expertise spans program evaluation, NEPA and environmental justice compliance, community

engagement, and regulatory training, with a focus on ensuring vulnerable and historically underserved communities are meaningfully included in recovery and redevelopment. Prior to AECOM, she managed HUD's Housing Opportunities for Persons with AIDS (HOPWA) program, overseeing grant management, fair housing compliance, and program impact evaluation.

Relevant Experience

HOPWA Coordination, Kintegra Health. *Program Manager.* Prior to AECOM, Khrystle served as Program Manager at Kintegra Health, where she oversaw HUD's Housing Opportunities for Persons with AIDS (HOPWA) program. She managed grant compliance, fair housing protections, and program evaluation, ensuring that housing stabilization services improved patient health outcomes and met HUD's civil rights and labor requirements.

FEMA – Office of Environmental Planning and Historic Preservation (OEHP). *Environmental Justice Lead.* In support of FEMA's Office of Environmental Planning and Historic Preservation (OEHP), Khrystle served as Environmental Justice Lead in developing the agency's first EJ Strategy and Executive Order compliance matrix. She guided FEMA staff on the intersection of EO 12898, NEPA, and fair housing requirements, creating tools and documentation frameworks to strengthen compliance, protect civil rights, and support disaster recovery programs that served mixed-income communities; reinforcing FEMA's ability to meet HUD-style monitoring standards and audit readiness.

Norfolk Resilience Partners / City of Norfolk / U.S. Army Corps of Engineers. *Environmental Justice Advisor.* Khrystle is supporting a \$2.6B coastal storm risk management project that included major floodwalls, levees, tide gates, and pump stations. She advises on equitable engagement strategies, integrating community health, housing protections, and labor standards into federal resilience planning. She also facilitates workshops with Norfolk State University's Department of History professors to develop best practices for historic preservation requirements that document community voices throughout disaster preparedness and recovery.

Jennifer Kellar, APR, PMP

TASK 14 – COMMUNICATION AND OUTREACH

Qualifications

- ✓ Over 25 years of experience in strategic communication, community engagement and meeting facilitation

Education

- ✓ BA, Journalism Public Relations Concentration University of Maryland

Training/Certifications

- ✓ Accredited in Public Relations 2005
- ✓ Project Management Professional 2019
- ✓ Diversity & Inclusion Certificate, Cornell University 2021

Career Summary

Jennifer is a skilled communicator, facilitator, and project manager who leads AECOM's Strategic Communications Services (SCS), a boutique-style public relations team within the global infrastructure consulting firm. Under her leadership, SCS partners with clients to design and implement equitable, outcome-driven engagement strategies. Jennifer and her team advance infrastructure projects and supports communities through thoughtful, strategic communications that foster trust, transparency, and collaboration.

Relevant Experience

Hampton Roads Sanitation District, Sustainable Water Initiative for Tomorrow. *Program Management Team*

Communications Lead. Jennifer leads strategic communications activities for the Sustainable Water Initiative for Tomorrow (SWIFT) program management team. She is supporting the Hampton Roads Sanitation District (HRSD) communications department with public outreach and community engagement activities surrounding SWIFT projects. She led the development of the HRSD SWIFT Community Commitment Framework, which guides development of Community Commitment Plans by SWIFT business partners to demonstrate their philanthropic commitments to the communities served by HRSD.

Miami-Dade County Water and Sewer Department, FL. *Programmatic Strategic Communications Lead.* Jennifer managed strategic communications planning and implementation around multiple Miami-Dade County Water & Sewer Department priorities, including aquifer exemption, ocean outfall, and PFAS. She led a strategic communications workshop, development of a communications plan and a core set of outreach materials and oversaw the development of digital assets.

New York City Department of Small Business Services (NYC SBS), Business Preparedness and Resiliency Program, Risk Assessment and Resilience Grant Program, NY. *Marketing Communications and Business Development Lead.* New York City businesses that were impacted by Superstorm Sandy were potentially eligible for risk assessments and grants through NYC SBS. AECOM managed the implementation of the Risk Assessment and Grant Program. Jennifer developed and executed the marketing communications and business development plan, which included outreach to elected officials and community organizations, media relations, social media, and direct outreach to business owners.

U.S. Army Corps of Engineers, Proposed Replacement of U.S. Department of Treasury National Capital Region Currency Production Facility Environmental Impact Statement (EIS). *Public Involvement Facilitator.* Jennifer led the public involvement portion of this project. Her team developed a virtual room to support public involvement during the pandemic. She facilitated effective in-person and virtual public meetings throughout the EIS development process.

Beau Mills

TASK 14 – COMMUNICATION AND OUTREACH

Qualifications

- ✓ 25+ years of experience in policy advocacy, coalition building, and strategic leadership for local government networks and public sector organizations.
- ✓ Proven expertise in disaster recovery policy development, community and economic development initiatives, and multi-level government coordination with extensive experience supporting hurricane recovery efforts

Education

- ✓ MPA, University of West Florida
- ✓ BA, Political Science, Government and History, University of North Carolina at Chapel Hill

Career Summary

Beau recently retired as Director of the North Carolina Metropolitan Mayors Coalition (MMC) and NC League of Municipalities Director of Urban Affairs, where he led state-wide policy advocacy and coalition management for 25 years. His work focused on leading mayors and local leaders in developing collective positions on critical issues including transportation, public safety, community and economic development, and local authority and revenues. His approach emphasized building consensus among diverse stakeholders, translating local needs into policy solutions, and managing coalition dynamics to achieve shared goals.

Beau has extensive disaster recovery experience, having served as a senior advisor to Governor Jim Hunt after Hurricane Floyd, where he helped coordinate state-level disaster response and recovery policy development. More

recently, he has supported hurricane recovery efforts for Western North Carolina local governments, including strategic advising and facilitation work with the City of Asheville following Hurricane Helene.

Relevant Experience

Hurricane Helene Recovery, City of Asheville, NC. *Senior Strategic Advisor.* Beau has supported the City of Asheville's Council and Boards and Commissions in advancing community recovery from Hurricane Helene through a combination of strategic advising, facilitation, and ongoing guidance. This work has included helping to define recovery priorities, supporting collaboration across departments and community partners, and shaping projects, programs, and activities that align with Asheville's long-term recovery vision. His experience with state and federal policy processes has been instrumental in helping Asheville navigate complex funding opportunities and regulatory requirements for disaster recovery initiatives.

North Carolina Metropolitan Mayors Coalition, Strategic Planning and Policy Development. *Director.* Beau led the statewide mayors group on federal and state policy issues, focusing on transportation, public safety, community and economic development, and local authority and revenues. His work involved providing leadership for mayors on lobbying and policy development, as well as managing the 25-year-old organization and its working relationship with the NC League of Municipalities. Key accomplishments included facilitating multiple transportation-related initiatives, developing a statewide strategy for transportation along the Piedmont-Crescent Corridor, conducting strategic planning processes for member organizations, and establishing weekly zoom-based updates for mayors on salient legislative and policy issues affecting local communities.

White House Community Empowerment Board, Federal Policy Coordination. *Staff Member.* Beau served as key staff person for government-wide community development initiatives, including organizing the National Community Empowerment Summit hosted by the White House. This work included collaborating with federal agencies and community leaders from across the nation to develop strategies and resources for revitalizing distressed communities. He managed the development of a three-day national conference focused on sharing strategies and resources for community empowerment, working directly with Empowerment Zones and Empowerment Communities to coordinate federal support for local economic development initiatives.

Karisma Elie, ENV SP

TASK 15 – GRANT MANAGEMENT

Qualifications

- ✓ Over 15 years of experience in duties associated with Grants Management, Logistics and Field Operations.

Education

- ✓ BS, Conservation Biology, University of Kent

Training/Certifications

- ✓ Envision Sustainability Professional
- ✓ VIS Disaster Inspector #VI411595874

Career Summary

Karisma Elie has more than 15 years of experience in disaster recovery and hazard mitigation, with a career spanning federally funded infrastructure and environmental programs. Managed USVI Recovery project supporting more than \$135M in CDBG-DR recovery funding. She has managed multimillion-dollar projects and contributed over \$4B in FEMA Public Assistance and Hazard Mitigation initiatives. Karisma brings expertise in hazard debris operations, housing recovery, compliance, and community engagement, providing steady leadership in mobilization, permitting, and resilient project delivery.

Relevant Experience

United States and Canada Wildfire Recovery Operations- EPA Reg 9 Phase I, USAGE Debris Removal Phase II and Canada Provincial and First Nation Authorities. *Field Project Manager.* Karisma served as on-site Project Manager for wildfire recovery missions in the U.S. and Canada, including major deployments in Los Angeles County, California, and Denare Beach, Saskatchewan. She directed field execution of environmental hazard assessments and debris removal in coordination with EPA, FEMA, USACE, and Canadian provincial and First Nation authorities. Leading a 30+ member environmental team, she oversaw technical surveys, wildlife protection, hazardous waste management, safety enforcement, QA/QC reporting, and client coordination—ensuring mission-critical work was delivered safely, compliantly, and effectively in post-disaster environments. She has successfully managed interagency and international recovery operations, aligning with both U.S. and Canadian regulatory protocols while maintaining culturally informed stakeholder engagement.

FEMA Insular Areas Support Technical Support, US Virgin Islands. *Project Manager.* Served as Project Manager and liaison between AECOM and the USVI Office of Disaster Recovery during FEMA's post-Irma and Maria recovery mission. She led a team of 10–15 engineering and technical professionals to deliver strategic planning, construction monitoring, cost estimating, and housing inspections across more than 100 high-priority projects. Managing staff across St. Thomas, St. Croix, and St. John, she oversaw logistics, compliance, and stakeholder coordination, enabling the team to complete over 100 housing inspections in just three weeks and support more than \$135M in CDBG-DR recovery funding.

She spearheaded the development of critical construction management tools, including a file management system, master tracker, contractor scorecard, and inspection reporting templates. Her oversight of cost validation, bid reviews, scope gap analysis, and QA/QC of construction scopes ensured compliance, accuracy, and accountability. Karisma's leadership streamlined execution, enhanced coordination across agencies, and delivered timely, resilient recovery outcomes for the Territory.

City of Detroit, Detroit American Rescue Plan (ARPA), MI. *Grants Management.* Karisma supported the City of Detroit in managing over \$826M in ARPA funds across 100+ community programs, with a focus on public safety and community health. As part of the program management and grant administration team, she guided project development, reviewed plans, enforced compliance standards, and managed documentation workflows. She also developed tailored policies, procedures, and regulatory frameworks, ensuring transparency, accountability, and alignment with federal requirements to strengthen Detroit's delivery of measurable and effective ARPA outcomes.

Jennie Pepper

TASK 16 – TECHNICAL SYSTEMS AND PROJECT MANAGEMENT

Qualifications

- ✓ 29 years of experience and expertise in disaster management, data and solution development with extensive experience in data management

Education

- ✓ MS, Environmental Science and Management, Duquesne University

Training/Certifications

- ✓ OSHA 40-hour Safety Training/ AECOM Certified Project Manager

Career Summary

Jennie leads a team of data and software development specialists dedicated to utilizing information technology solutions to solve client problems. For over 29 years, Ms. Pfeffer has relied on her environmental science background coupled with her understanding of technology to design data collection approaches, software solutions, and other analysis and reporting tools to meet client requirements. Her team includes staff with expertise in visualization and data analytics using industry leading toolsets as well as custom developed web platforms.

Relevant Experience

FEMA Public Assistance (PA) Program – Consolidated Resource Center (CRC), DC. *Technology Manager.* Technology manager responsible for developing tools, data automation and reporting solutions for the AECOM CRC Program team. Specifically, a web-based workflow tool called VIEW was developed to manage all aspects of the program. The benefits VIEW provides include but not limited to a central location for AECOM and Subcontractor leadership to upload candidate resumes and track vetting and badging processes; direct access to LearnUpon training site and recognize valid training certificates using AI/ML, and program specific dashboards to track program-wide staff metrics.

City of Detroit Future Fund Program (ARPA), City of Detroit, MI. *Technology Lead.* Technology manager responsible for developing tools, data automation and reporting solutions for the City of Detroit Office of the CFO to help support federal grants compliance expertise and strategic implementation guidance for the deployment of \$826M in ARPA funding. The program, administered by AECOM, is targeted to deliver transformational structural change, and designed to promote long-term resilience for the City and its residents.

FEMA, HMA Portfolio Manager, Crystal City, VA. *Technical Development Manager.* Ms. Pfeffer served as overall technical manager for the development and implementation of the HMA Portfolio Manager. Responsibilities include overseeing technology project activities, data management staff, and development team. The HMA Portfolio Manager is an online grants management tool for tracking and reporting on FEMA's HMGP and non-disaster subgrants. This tool provides comprehensive disposition and status settings that allow FEMA Headquarters to definitively identify the progress of its subgrants throughout their lifecycle. This accurate identification of lifecycle position allows the disposition of federal dollars to be consistently and accurately reported.

NJ Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM), NJ. *Data Manager.* Led team of developers and data managers to execute all technology operations for the URS (now AECOM) team to provide data management, system integration, software, and IT infrastructure support for this large program to rebuild thousands of New Jersey residential structures following Superstorm Sandy. The tools implemented in this effort included mobile data collection, workflow tools, dashboards, and reporting.

Morgan Paris

TASK 17 – ENVIRONMENTAL REVIEW

Qualifications

- ✓ 10 years of experience across government, academia, and consulting. She brings strong technical and field expertise, advanced communication skills, and a deep understanding of biological and physical oceanography. Morgan has built solid working relationships with fisheries stakeholders and state agencies in North Carolina, South Carolina, and Alabama.

Education

- ✓ MS, Physical Oceanography, University of South Carolina
- ✓ BS, Biological Oceanography, University of South Carolina

Training/Certifications

- ✓ Advanced SCUBA (150 dives)/40-Hour HAZWOPER/ArcGIS Online

Career Summary

Morgan's experience includes designing and coordinating surveys, managing large datasets, and presenting research at national scientific conferences. She is well-versed in marine science regulations, including Essential Fish Habitat assessments and Section 7 ESA consultations, and has conducted both desktop and field-based studies. Her areas of expertise also include offshore wind, nature-based solutions, protected resource surveys and reporting, federal NEPA compliance and permitting.

Relevant Experience

NC Division of Marine Fisheries, Washington, NC.

Biologist II. Contributed to the fishery management needs of the state, interstate, and federal fisheries as Lead Biologist for 4 managed species, and as program lead for four long-term sampling programs. Advocated for improvements to survey designs to address data limitations and weaknesses. Supervised four employees overseeing field operations and data collection. Assisted in field

activities, data quality and review, and prepared federal grant applications and progress and completion reports.

US Coast Guard, Benthic Survey Reports for various locations (Miami Beach, FL, US Virgin Islands, Puerto Rico). Analyzed field data collected during benthic surveys at various locations that documented multiple species of corals, sponges, ESA-listed species, and critical habitat. Led develop of biological assessment reports that were provided to USCG for NEPA compliance in support of post-hurricane repairs.

Space Florida Cape Canaveral, FL. NEPA Compliance. In support of NEPA compliance for the US Air Force, developed a Biological Assessment to assess potential impacts on ESA listed species and habitat including Essential Fish Habitat from near-term wharf development at Cape Canaveral Spaceport, a requirement for US Space Force NEPA compliance to analyze these environmental factors for the project.

SubCom, Nuveem Cable Project, Myrtle Beach, SC. Supported the SubCom (subsea cable installer) installation of Nuveem project connecting Myrtle Beach, SC (U.S. landing site) with Portugal and Bermuda. Installation required extensive permitting and environmental review, including agency coordination with NOAA and USACE. The permitting process addressed potential impacts and included development of an Essential Fish Habitat Assessment and consultation under Section 7 of the Endangered Species Act.

Ward Transformer Superfund Site, Monitored Natural Recovery (MNR), Raleigh, NC. Conducted fish tissue sampling of key species designed to establish baseline PCB concentrations in fish consumed by humans after a \$5.5M settlement for remediation efforts in a system of creeks and reservoirs including lower Brier Creek, Lake Crabtree, and Crabtree Creek. Fish collection techniques included backpack- and boat-mounted electroshocking, seining, trot-lining, and gill netting.

Amy Vargas

TASK 17 – ENVIRONMENTAL REVIEW

Qualifications

- ✓ 19 years of experience as an environmental consultant for environmental permitting and National Environmental Policy Act (NEPA) compliance with subject matter expertise for land and water resources.

Education

- ✓ BS, Botany, University of Georgia
- ✓ MS, Biology, University of Houston

Training/Certifications

- ✓ NEPA Compliance/Wetland Delineation
- ✓ USACE Permitting/Biological Resources
- ✓ Estuarine & Beach Ecology/Phase I & II ESAs

Career Summary

Amy has environmental experience encompassing transportation, infrastructure, solar, economic development, and disaster-related projects. Her experience includes Wetlands Delineations, USACE Clean Water Act Permitting, Categorical Exclusions, Environmental Assessments, Environmental Impact Statements, Biological Assessments, Essential Fish Habitat Assessments, Phase I and Phase II Environmental Site Assessments, and Threatened and Endangered Species File Reviews.

Relevant Experience

DHS FEMA, Office of Environmental Planning and Historic Preservation Recovery Integration. Senior SME. The work included support to the Recovery Integration Branch of the OEHP with facilitating EHP compliance across FEMA's Recovery Programs, which include the Public Assistance Program and its Consolidated

Resource Centers and the Individual Assistance Program. Tasks included creating guidance, including a Grants Manager Guide, to support the PA and IA Programs in fulfilling EHP information requirements, creating and maintaining job aids, fact sheets, and case studies for utilizing PA and IA systems, updates to EHP Standard Operating Procedure materials, development of various supporting materials (e.g., templates, tools, etc.), and creating other documentation to allow for consistent EHP implementation nationwide.

US Coast Guard, Benthic FEMA, Consolidated Resource Center. Contracted to FEMA for Hurricane Harvey disaster assistance as an Environmental and Historic Preservation Specialist. Performed initial NEPA compliance reviews for public assistance projects at the CRC in Texas, while working remotely. Although the contract was for Hurricane Harvey response in Texas, project reviews were also conducted for CA, KS, ME, VT, NH, MO, FL, GA, HI, KY, MS, MA, IA, IN, NC OH, MT, and NM

Texas General Land Office, Bolivar Environmental Impact Statement, TX. Coordinated preparation of an EIS for the Crystal Beach wastewater system funded by a US HUD disaster recovery grant, administered by Texas General Land Office. In addition to preparing reports, the work included tracking project milestones, agency consultation, field survey coordination, and public involvement. The proposed project involves installing a public sewer system, including a wastewater treatment plant, into a community with extensive wetland, protected species, floodplain, and other coastal resources.

Texas General Land Office/HUD, Various Locations, Southeast Texas. Managed more than 100 NEPA compliance reviews (CatEx and EAs) from HUD disaster recovery grants administered by Texas General Land Office (TGLO). In addition to preparing reports, work included tracking project milestones, agency consultation, and publication of public notices. Conducted reviews of online hazardous materials databases to ASTM Standards.



6.0

EXPERIENCE (ATTACHMENT H)

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

6.0 EXPERIENCE (ATTACHMENT H)

Our team brings a deep and proven track record in disaster response, recovery, and resilience-building across diverse communities and emergency scenarios. With decades of combined experience supporting federal, state, and local agencies, we have successfully managed complex deployments, coordinated multi-agency efforts, and delivered critical services under pressure. Our expertise spans housing recovery, infrastructure stabilization, community engagement, and program compliance—ensuring that we not only meet but exceed expectations in times of urgent need. This foundation positions us to effectively support the goals of this program from day one.

6.1 AECOM Example Experience

EXAMPLE 1

Client Name: North Carolina Office of Recovery and Resiliency (NCORR)

Program: NCORR CDBG-DR ReBUILD NC Program – Hurricanes Florence and Matthew, North Carolina

Brief Description of Services Rendered: Hurricanes Matthew and Florence impacted nearly every county in eastern North Carolina, displacing thousands of residents and causing billions in damages across the State. HUD awarded the state over \$230M in CDBG-DR awards for Hurricane Matthew and an additional \$160M+ for mitigation projects. Following Hurricane Florence, HUD awarded another \$336M in CDBG-DR funding.



To assist with the state's recovery, the North Carolina Office of Recovery and Resiliency (NCORR), a division of the Department of Public Safety (DPS), selected AECOM to provide construction management services in support of their CDBG-DR Programs for current and future disasters.

Under this contract, AECOM provided construction management services for the rehabilitation, reconstruction, replacement, and elevation of residential structures in compliance with local, Federal, and State statutory requirements for HUD CDBG-DR grants to the State. In addition, AECOM provided construction management services for work supporting buyouts and acquisitions (e.g., demolition work, abatement, and decommissioning wells and septic systems); small rental unit repairs; and/or multi-family rental homes.

AECOM completed repair, reconstruction, and/or placement of more on more than 700 structures. In addition to single family homes, Manufactured Housing Units (MHUs) were replaced or repaired. Scope included site assessment, demolition, and lead and asbestos remediation. AECOM met all program metrics and created efficiencies in the bid process by geocoding street addresses, creating batches to optimize total applications in a specific area, and appealing to general contractors to maximize efficiencies and effectively reduce program costs.

Following program kickoff, AECOM was tasked to perform both phases of Construction Management Services scope delivery simultaneously and immediately operationalized while simultaneously creating the supporting building blocks for the program.

EXAMPLE 2

Client Name: City of Lakeland, FL

Program: Lake Bonnet CDBG-MIT Program, Lakeland, FL

Brief Description of Services Rendered: AECOM is currently assisting the City of Lakeland, FL with an award funded by the State of Florida Department of Commerce (DOC) through HUD's

CDBG-MIT Program for The Lake Bonnet Drainage Basin. Urbanization over the past half century has resulted in increased stormwater that encroaches on residential neighborhood and exacerbates flooding. The project is targeting HUD-designated most impacted and distressed areas, primarily addressing the benefits to low-to-moderate income (LMI) national objective. AECOM is delivering the project in three Phases; Phase 1 - Feasibility Study, Phase 2 - Final Design, and Phase 3 - Construction.



The Phase 1 - Feasibility Study has evaluated mitigation project activities for eligibility with the HUD CDBG-MIT requirements, coordinated with local, state, and federal permitting agencies, established the environmental review process, coordinated with private property owners for potential property acquisition and/or easements and the public at large, as well as the development of a project implementation plan. During Phase 2 - Final Design and Phase 3 – Construction public involvement activities will continue to disseminate information and engage with the public as appropriate.

AECOM has evaluated mitigation project activities for eligibility with the HUD CDBG-MIT requirements, coordinated with local, state, and federal permitting agencies, established the environmental review process, coordinated with private property owners for potential property acquisition and/or easements and the public at large, as well as the development of a project implementation plan.

The Lake Bonnet CDBG-MIT project aims to provide a unique opportunity for the City of Lakeland to implement a truly transformative project that will restore the wetlands around the project corridor, remove excess sediments that have accumulated in the lake, and improve the conveyance system in the Lake Bonnet drain basin to prevent the risk of future flooding in the May Manor Mobile Home Park and surrounding areas. Simultaneously, this project seeks to enhance the overall well-being of the community and the natural environment by providing opportunities to encourage and verify employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible and consistent with existing Federal, State, and local laws and regulations, be directed to low- and very low-income persons living in the area where the proposed project is located, particularly those who are recipients of government assistance for housing, and to business concerns which provide economic opportunities to low and very low-income persons.

The full impact of this project is intended to be felt throughout Polk County and beyond. It will help serve vulnerable communities and encourage young families to stay in the area. This project is essential to protecting the well-being of these vulnerable neighborhoods and will help foster growth in Lakeland for generations to come.

EXAMPLE 3

Client Name: Puerto Rico Department of Housing (PRDOH), Puerto Rico Public Housing

Program: Home Repair, Reconstruction or Relocation (R3) Program

Brief Description of Services Rendered:

Program Management

AECOM role on the contract included managing the entire life-cycle of reconstructing damaged housing due to these disaster events. Immediately after contract execution, AECOM stood up two intake centers in Ponce and Guayama to provide homeowners with the opportunity to apply for HUD CDBG- DR funds for repair, reconstruction, or relocation of their hurricane-damaged property. The two centers were open 5 days per week, 10 hours per day. To better serve affected residents, AECOM had subsequently opened two satellite intake centers in the municipalities of Cayey and Caguas.

As part of the Intake process, nearly 6,200 cases or applications had been received. After completing Eligibility and Duplication of Benefit reviewed, nearly 1,500 applications were expected to move forward into the next phase of the Program. As part of this contract, AECOM was conducting damage assessments, appraisals (per Program guidelines) and an awards meeting where applicants were advised of their re-housing options. Since Program inception, AECOM had conducted nearly 800 damage assessments and 550 property appraisals. Due to the COVID-19 Pandemic, all field activities were suspended for a majority of 2020. As of February 2021, AECOM had resumed activities and subsequently issued 295 task orders to the construction management firms to initiate the permit process and move forward with construction. More than 214 homes had a notice to proceed with construction. In addition to coordinating the entire process with Construction Managers procured by PRDOH, AECOM was responsible for close out of all applications per HUD guidelines.

Case Management

- Intake and Registration Support:** Providing a supportive environment that allows people affected but not yet registered to ask questions and make educated decisions about their involvement as well as support a positive relationship between the applicant and the program. If the applicant was seeking information about the program, AECOM staff provide orientation to the program, eligibility requirements, and the documentation needed. If the applicant had documentation and wishes to apply for the program, AECOM staff began the application process regardless of the completeness of the documentation presented.
- Intake Documentation Review:** Review of applications to validate all documentation was complete and organized correctly. In depth analysis for duplication of benefits included a check of FEMA, NFIP, and SBA recorded, and AECOM staff identified any unusual applicant circumstances requiring additional documentation.
- Eligibility Review:** Confirming that all eligibility documentation met the requirements, with a specialized focus placed on income and duplication of benefits (DOB) to verify correct calculations were in compliance with eligibility and that the proper agencies, such as private insurance companies, were contacted to verify/confirm there was no DOB.
- Damage Assessments/Grant Agreements:** Assisting applicants in scheduling the damage assessment for their home. Once the damage assessment was complete and the scope of work was identified and approved, AECOM staff collected and handled repayment of the duplication of benefits gap, sent the award notification letter, scheduled and conducted the award coordination meeting, and prepared and reviewed the award coordination package with the applicant so that construction may begin on their home or so that they may sign a voucher for funds used to purchase a home in a new location.
- Reasonable Accommodation Requests:** An applicant may indicate during registration that the repair or reconstruction of their home will require special accommodations such as ramps, lifts, wider doorways, or grab bars in bathrooms. AECOM staff assisted the applicant in completing a Reasonable Accommodation Request form during their intake appointment so that the program may best meet the applicant's need.



- **Construction Process through Closeout:** Maintain regular contact with applicants throughout the repair/reconstruction/relocation process. If an applicant had a question regarding the progress toward completion of the repair or reconstruction of their home, AECOM call center staff refer the question to the case manager for coordination with the Construction Manager. If the applicant had a complaint or wishes to appeal a program decision regarding their property, AECOM call center staff referred the question to the Complaints Lead, who coordinated with PRDOH staff to obtain a response to the applicant's complaint or appeal.

Disaster Field Inspections

AECOM oversaw the damage assessment for all eligible applicants. The damage assessment verified storm-related damages, all housing quality standards violations, building code violations, threats to health and safety, required scope to make the home more accessible for handicapped individuals if applicable, resiliency site work to stabilize the property, control erosion, correct drainage problems, and protect the home from future flooding and finally, estimated the number of repairs previously completed to the home.

All damage assessment items were photographed and catalogued into a system of record. Following the damage assessment an Estimated Cost of Repair (ECR) was prepared for each home. The ECR prepared by the damage assessor documented line-item by line-item estimate of the damages. The ECR quantified materials within the cost estimated using the construction-industry software Xactimate. Xactimate collected costs of materials, labor, and equipment in the local area, to arrive at an accurate estimate of repair work. In accordance with 24 CFR 55.2(b)(10), the ECR included the costs to elevate homes two feet above the 1% annual floodplain elevation if they were located in the 100-year floodplain and scheduled to receive assistance for new construction, repair of substantial damage, or substantial improvements.

Each Damage Assessment produced a written Damage Repair Verification (DRV) which included photographs of all items. In addition, an Estimated Cost of Repair (ECR) was prepared for each DRV record. These records were stored in the system of record and utilized by our construction inspectors to verify change orders, conduct progress inspections, verify all work was properly permitted and to closeout construction. Our Construction Closeout packet included:

- All required permits and building inspection reports
 - Final Program inspection
 - Release of claims or liens from subcontractors and/suppliers
 - Certificate of occupancy or equivalent
 - Completed green building checklist
 - Lead-based paint clearance report, if applicable
 - Asbestos disposal manifest, if applicable
 - Elevation certificate, if applicable
 - Homeowner warranties
 - DMV title-recording instructions (for replacement manufactured homes)
-

EXAMPLE 4

Client Name: North Carolina Department of Public Safety (North Carolina Emergency Management)

Program: **Sheltering and Temporary Essential Power Program (STEP)**

Brief Description of Services Rendered: AECOM and its partnering firms managed a program that provided temporary housing recovery efforts following Hurricane Florence, a category 1 storm that made landfall on September 14, 2018. The hurricane brought torrential rain along the Carolina coast and displaced residents with flooding and destruction in the state of North Carolina. The state was declared an emergency disaster area in EM-3401, and an expedited Major Disaster Declaration in FEMA-4393-DR. FEMA quickly approved public assistance funding under Section 403 for a Sheltering and Temporary Essential Power program. The declaration provided funding through FEMA's Individual Assistance (IA) and Public Assistance Programs (PA) programs. FEMA also entered into an agreement with NCEM to implement a STEP program for eligible homeowners and determined more than 16,000 applicants across 12 counties were eligible for assistance under this program.

AECOM recommended acceptable project scoping and unit pricing set by utilizing general contractor bids and construction standard estimating software. Through the program AECOM managed 13 general contractors and two volunteer organizations to provide housing repairs for over 2000 homes within 50 days. Additionally, AECOM coordinated with 12 counties and numerous municipalities for established code compliance guidance for contractors constructing under declared emergency repairs.

Program Management

The team developed program policies and procedures, provided a call center, case management, applicant intake/eligibility, grant management, and management of subcontractors including the "Voluntary Organizations Active in Disaster" performing program work. The team established a call center, toll-free number, and an issue resolution process. Call center staff and field inspectors were trained to de-escalate applicant issues and facilitate resolution of complaints and appeals.



Program Intake

AECOM coordinated the intake of all applicants to the program including scheduling the signing of Right of Entry's (ROE) and Initial Site Visits (ISV) for over 4,300 applicants. Through the initial site visit completed with the AECOM inspector and homeowner, AECOM generated the scope of work for all homes in the program. AECOM communicated directly with general contractors twice daily to mitigate construction delays and maintain the project schedule. AECOM coordinated scheduling for 2,184 Final Site Visits with a General Contractor representative, homeowner (applicant), and an AECOM Inspector present at each visit. The AECOM team developed and implemented policies and procedures for conducting over 6000 home inspections. Additionally, the team developed construction and inspection specifications for general contractors. AECOM established program construction zones for batch assigning projects for general contractors and internal staff.

Program Compliance

AECOM managed the program compliance and cost of each project by implementing thorough quality control procedures. The team confirmed that all approved projects were under the \$25,000 cap and complied with all FEMA and North Carolina program rules and regulations. AECOM coordinated directly with the client (NCEM) and FEMA throughout the quality control process of inspections to verify program compliance. AECOM standardized Quality Assurance protocols for all General Contractors. The program leaders reported daily on the program progress to the Director of North Carolina Emergency Management (NCEM) and FEMA. The AECOM team coordinated daily with NCEM and FEMA to mitigate any issues and keep the program on schedule.

Community Outreach

Outreach efforts included establishing communication channels with the community and applicants as well as promotional mailing campaigns, video vignettes, and stakeholder interviews. A challenging aspect of the program was the compressed schedule to collect "Right of Entry" forms. FEMA provided a list of qualified candidates to the state, but there was no open enrollment for the program. As a result, a comprehensive

outreach strategy to communicate the program was not authorized - and this lack of available information led to limited interest from applicants. On February 1, 2019, FEMA issued a third extension of the Right of Entry form deadline until February 10, 2019 and AECOM worked with the client to address the challenge of communicating the program availability.

Outreach Mitigation Solutions Included

Establishment of a website that allowed eligible applicants to access and download a Right of Entry forms and upload the completed/signed documents. This website also offered a fully electronic DocuSign capability that allowed applicants to more efficiently submit their signed right of entry documents.

ations, such as:

- Initial and follow-up phone calls to over 14,000 applicants (over 600 calls per day)
- Initial and follow-up text messages to over 14,000 applicants
- Over 14,000 notification letters and bilingual program information flyers to all applicants with street addresses
- Over 14,000 postcards to all applicants with valid postal addresses
- Door-hangers left at homes of applicants who could not be reached by all other means of communication
- Right of Entry collection deadline notices posted on the program website

As the initial Right of Entry collection deadline was approaching, the team worked with North Carolina Emergency Management and the county agencies to schedule and execute informational open house events in each of the 12 counties eligible for the program - adding over 100 new applicants.

Prior to the final Right of Entry collection deadline, the team developed an updated outreach postcard highlighting the new deadline and referring applicants to the program website for additional options for submitting their Right of Entry such as walk-in service at State Disaster Recovery Center locations.

The team coordinated with State Individual Assistance staff to leverage disaster case managers and Disaster Recovery Center staff to provide information about and explain the benefits of the program and to assist them when interfacing with eligible applicants in the community.

Utilized field inspection staff to conduct door-to-door outreach in an effort to obtain additional Right of Entry forms by the final collection deadline.

Engaged faith-based organizations in heavily impacted counties to assist with raising awareness of program deadlines.

Program Highlights

- Coordinated work across 200+ field crews from a pool of 13 General Contractors
- Developed and mailed over 14,800 postcards explaining the program to eligible applicants
- Developed applicant portal including first of its kind electronic DocuSign capability
- 4,256 Right of Entry forms signed, allowing inspections and rehabilitation work on damaged homes
- Over 2,300 homes repaired or rebuilt under the program
- Statewide recovery for 25 of 50 impacted counties
- Intake, eligibility and DOB services for over 700 applicants
- 10 full-time employees: 5 onsite and 5 offsite/remote support
- Staff disciplines included flood risk analysts, data analysts, IT support specialists
- NCEM called on AECOM to provide onsite staff at the Emergency Operations Center (EOC) in Raleigh before, during, and after Hurricane Florence, and offsite staff to support data analyses for planning and response efforts
- Provided support for IT continuity, optimization, and efficiency for programs vital to first responders during the hurricane event; IT solutions helped mitigate the additional load on their systems during and after the storm response
- Data analyses centered on the utilization of NCEM's latest study and peripheral data from the NC risk and flood geodatabases and were performed on NCEM servers
- AECOM staff were provided with AnyConnect access and credentials to remote desktops within the NCEM system to access data and applications

Scope Items

- Call Center
- Case Management
- Close-Out
- Construction Administration
- Construction Program Design & Start-Up
- Cost Estimating
- Document & Data Management
- Economic Development
- Community Outreach
- Housing and Environmental
- Housing Inspections & Damage Assessments
- Infrastructure
- Program Compliance
- Program Management
- Resilient Redevelopment Plans

EXAMPLE 5

Client Name: US Federal Emergency Management Agency (FEMA), Public Assistance Division

Program: Public Assistance Technical Assistance Contract (PA-TAC), Nationwide

Brief Description of Services Rendered:

Project Description

Our assignments begin with rapid deployments of experts, often with less than 48 hours of turnaround time. These efforts include hazard mitigation, insurance assessments, long-term recovery planning and the production of publications.

AECOM Recovery has provided hazard mitigation support to FEMA on large and small disaster recovery efforts. Our team has extensive experience developing cost-effective, technically feasible mitigation measures, and our specialists understand that the primary goal of the projects is to eliminate or reduce damages to eligible facilities and to enhance sustainability in future disaster events.



Program Highlights through 2020

- Rapid mobilization of hundreds of recovery professionals across the country.
- Deployed approximately 670 individuals to FEMA disaster locations, inclusive of sub-contractors.
- Detailed knowledge of Stafford Act and national/state/local building requirements.
- Deployed 24 construction monitors for wildfire in 2018.
- Deployed 60 personnel to mitigate flooding in 2017.
- 432 total full-time over eight years; average 150 FTEs throughout the contract.
- Staff disciplines include architects, civil engineers, cost estimators, construction inspectors/managers, electrical engineers, mechanical engineers, sanitary engineers, soils/geotechnical engineers, structural engineers, computer specialists, insurance specialists, planners, environmental engineers, accountants.
- AECOM had 20+ years of continuous experience providing FEMA with PA-TAC services, including 1,767 task orders under 14 contracts with over \$2B in value.
- Joint venture staff deployed to FEMA Recovery Operations to provide expertise in assessing disaster related damages, developing scopes of work, and preparing related cost estimates.
- Assignments began with rapid deployments of experts, often within 48 hours.
- Work included hazard mitigation, insurance assessments, long-term recovery planning, and the production of publications.
- Helped FEMA innovate and adapt to major program changes, ranging from previous re-engineering efforts to new legislation.

AECOM resumed providing Technical Assistance Contractors as NISTAC, through a joint venture, beginning in 2024 and ongoing



EXAMPLE 6

Client Name: Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

Program: Program Management of DCMP for Hurricanes Laura and Delta, Lake Charles, LA

Brief Description of Services Rendered: GOHSEP oversees the administration of FEMA Individual Assistance (IA) funds allocated to Louisiana following a disaster. These funds serve to build back stronger and more resilient communities. FEMA IA funds are a special appropriation from Congress associated with a Presidentially declared disaster. Governor John Bel Edwards made a Proclamation of Emergency 10 JBE 2021 Hurricane Laura. The Disaster Case Management Program (DCMP) serves survivors of Hurricane Laura with case management for unmet needs to aid individuals in recovery efforts.

Program Management

AECOM is providing program management services for coordination and oversight of the implementation, operation, and evaluation of the Disaster Case Management Program (DCMP) serving survivors of Hurricanes Laura and Delta, and future grant programs with case management for unmet needs to aid individuals in recovery efforts. AECOM also provides administrative, oversight, program execution, reporting and closure activities necessary for the DCMP grant program.

DCMP Services include:

- **Client Outreach:** In coordination with FEMA, other federal partners, non-federal entities, and local community organizations, providers perform outreach to connect with clients who could benefit from the DCMP.
- **Triage Needs:** After initial intake, Case Managers assign a priority level to cases based on the client's severity of need and ability to recover; this is regularly reassessed throughout the program.
- **Assessment:** Case Managers collect information to assess disaster-caused unmet needs and resources already provided.
- **Information and Referral:** Case Managers provide information and referrals to short term, immediately available resources, and work with survivors to identify next steps and recovery goals.
- **Development of an Individual Recovery Plan:** Case Managers work with clients to develop a preliminary recovery plan based on the identified disaster-caused unmet needs.
- **Advocacy and Referral:** Case Managers and clients work together to advocate for resources to address the unmet needs and move towards achieving the goals outlined in the disaster recovery plan.
- **Monitor Recovery Plan:** Case Managers monitor client progress as defined in their disaster recovery plan through regular client contact and case file reviews.

Our Team designed and developed the system of record for the DCM Program, Elite Information Management System (ELITE-IMS). ELITE-IMS facilitates end-to-end tracking of applications with full transparency of status at each stage. This customized database allows for complete management of program information and is tailored specifically to allow the Case Manager to identify potential housing and recovery issues and facilitate problem solving and partnership to support the recovery needs of the survivor. Additionally, this system is used to provide weekly updates regarding the number of survivors seen during the DCMP process.

Community Outreach

The team is actively the benefits of the program to the affected community.

Outreach services include:

- **Resource Fairs:** Application intake sessions or "Resource Fairs" are scheduled throughout the region.
- **Program Information Documents - Flyers, FAQs:** DCMP utilizes a suite of GOHSEP approved program materials to share with eligible clients and stakeholders. These materials provide program summaries, eligibility criteria, required documentation, procedures for application intake, and contact information including locations.
- **Text Messaging:** Through partnership with local community groups who have established relationships with survivors, DCMP directs targeted phone communications to potential clients to encourage their participation in DCMP.

- **Community Engagement:** An innovative part of our approach is to create a network of community partnerships by connecting with community resources. Many of these community-based entities are already working with the citizens affected by Hurricane Laura and know precisely who they are and how to reach them.

Project Highlights

- Development of a customized data solution, including online intake
- Establishment of roster of more than 250 community-based resources to date
- Completion of 5,000+ resource referrals for nearly 1000 survivors
- 2,000 applications received to date
- Deployment of 54 Disaster Case Managers across 18 satellite locations in the impacted region
- 375+ community resources
- More than 3000 applications received to date
- 64 DCMs deployed

EXAMPLE 7

Client Name: Federal Emergency Management Agency (FEMA)

Program: Individual Assistance, LOGHOUSE Program, Louisiana and Iowa

Brief Description of Services Rendered: AECOM is the managing partner for Disaster Solutions Alliance, a Joint Venture awarded an IDIQ contract (LOGHOUSE) to support FEMA IA's direct housing mission. Contract requirements include but are not limited to: transportation of Transportable Temporary Housing Units (TTHUs) from a FEMA Storage Site to a FEMA forward Main Staging Area; construction, operation of and/or staffing of a staging area; transportation of TTHUs (Manufactured Housing Units [MHUs], and Travel Trailers [TTs]) to be installed on private sites, commercial sites, FEMA-developed group sites, and/or other alternate sites; installation and maintenance of TTHUs; and deactivation and transportation of used/unneeded TTHUs to a FEMA designated storage site or other locations specified by FEMA.

Task Orders

- **Temporary Housing Installation, Maintenance, and Deactivation, Houma, Louisiana:** This \$11M active task order is for temporary housing operations across ten parishes in support of DR-4611-LA, November 2021 - Present. The AECOM team provides day-to-day project direction to the field team and oversight of safety, cost, schedule, and quality. The task order's initial scope of work projection was for DSA to complete 600 site inspections and complete 300 haul and install work orders (150 MHU and 150 TT), but due to high applicant demand, the AECOM team has completed over 1,200 site inspections (SIRs) and received over 700 haul and install work orders. To date, more than 310 work orders have been completed. The DSA team also provides ongoing pre-and post-occupancy on-call maintenance services, completing more than 280 maintenance calls to date.
- **Temporary Housing Installation, Maintenance, and Deactivation, Lake Charles, Louisiana:** This \$13M task order was for temporary housing operations across six parishes in support of DR-4559-LA, September 2020-December 2021. The AECOM team provided day-to-day project direction to the field team and oversight of safety, cost, schedule, and quality. The task order's initial scope of work projection was for DSA to complete 400 site inspections and complete 200 haul and install work orders (100 MHU and 100 TT), but due to increased applicant demand, the AECOM team completed 677 site inspections (SIRs) and 574 haul and install work orders (182 MHU and 392 TT). The DSA team also provided ongoing pre-and post-occupancy on-call maintenance services, completing 3,900 maintenance calls (365 emergency and 3,235 routine).
- **Temporary Housing Installation, Maintenance, and Deactivation, Glenwood, Iowa:** This \$1.3M task order was for temporary housing operations in support of DR-4421-IA, May 2019-September 2020.



AECOM provided day-to-day project direction to the field team and oversight of safety, cost, schedule, and quality. The task order's projected need was to provide housing for 67 applicants, but due to lack of applicant demand, the AECOM team received inspection requests for 37 sites, and work orders for 8 mobile housing units (7 MHU and 1 TTHU) over the period of performance. The DSA team also provided ongoing post-occupancy on-call maintenance services over the duration of the task order.

Services

Task orders focus on the "haul and install" of mobile homes for displaced disaster survivors. Services, at the overview level, include:

- Transportation of manufactured homes
- Inspecting proposed installation sites to determine suitability
- Installation of manufactured homes
- Maintenance and repair of manufactured homes
- Deactivation and returning the manufactured homes to the Federal Emergency Management Agency
- An annual training and exercises event
- Tool development and guide development

Project Highlights

- Transportation of manufactured homes
- Inspecting proposed installation sites to determine suitability
- Installation of manufactured homes
- Maintenance and repair of manufactured homes
- Deactivation and returning the manufactured homes to the Federal Emergency Management Agency
- Annual training and exercises
- Tool development and guide development

6.2 iParametrics Example Experience

EXAMPLE 8

Client Name: Henderson County, North Carolina

Program: Disaster Recovery - Hurricane Helene (DR-4827-NC)

Brief Description of Services Rendered: iParametrics was tasked with leading the recovery efforts, providing expertise in FEMA Public Assistance, HUD CDBG-DR, hazard mitigation, and long-term recovery planning for Henderson County. Hurricane Helene caused significant destruction in Henderson County, NC, in September 2024, with heavy rainfall causing significant flooding, road closures, and infrastructure failures across the region. The severe flooding and wind damage affected homes, infrastructure, and schools. Over 600 structures were damaged, emergency responders struggled to access isolated areas, and critical services were disrupted. The storm's impact strained emergency services, highlighting the need for robust mitigation and recovery efforts.

Recognizing the extensive recovery needs, Henderson County sought comprehensive disaster recovery management services to address both immediate and long-term recovery challenges, ensuring compliance with federal funding programs and the implementation of resilient infrastructure to protect the community from future disasters. The team is working closely with County leadership to secure and maximize federal funding. Tasks include damage assessments, benefit-cost analyses, grant application development, and the coordination of recovery programs across multiple funding streams. The goal is not only to restore what was lost but to enhance the County's resilience and capacity to withstand future disasters.

iParametrics is currently supporting Henderson County, the City of Hendersonville, the Henderson County Housing Authority, Blue Ridge Community College, and the Henderson County School District through this ongoing contract. To date, we have completed an After-Action Review of the response to date, FEMA Public

Assistance support, and several Hazard Mitigation Grant Program (HMGP) grant applications for elevation and buyout. We have also completed letters of intent to apply for two Building Resilient Infrastructure and Communities (BRIC) grants for flood mitigation and wastewater treatment plan relocation. The work is currently ongoing awaiting information from the State and FEMA on awards for a variety of projects.

EXAMPLE 9

Client Name: State of West Virginia (sub to Capital Access)

Program: Disaster Impact and Unmet Needs Assessment Data Resource Guide

Brief Description of Services Rendered: iParametrics was engaged by Capital Access to create a tool that West Virginia can use to assist with data-driven decisions in updating their CDBG-MIT Action Plan. The tool was created through HUD Technical Assistance to West Virginia.

This data resource guide included a customized list of data sources from federal, state, and local resources across various categories. The data was specifically identified based on the unique concerns and hazards experienced by the state of West Virginia. It may be used to locate useful data sets to undertake an unmet needs assessment or update an existing needs assessment.

This guide breaks down the data into two major steps:

- **Step 1:** Identify areas of the State most at risk from natural hazards
- **Step 2:** Identify unmet needs within the at-risk areas

Subsequently, the “Technical Approach” section of the guide provides guidance on how to analyze the data to make informed decisions regarding the State’s CDBG-MIT allocation and resources. This tool will be an added resource not only to update the needs assessment for the current CDBG-MIT allocations but also for pending future disasters/allocations.

EXAMPLE 10

Client Name: Johns Hopkins All Children’s Hospital, FL

Program: Hurricane Recovery Support

Brief Description of Services Rendered: iParametrics was engaged to manage grant funding efforts following three major hurricanes between 2022 and 2024. Johns Hopkins All Children’s Hospital, a nationally recognized pediatric facility with its main campus in St. Petersburg and six outpatient care centers across Florida’s Gulf Coast, sustained significant damages from three major hurricanes. Hurricanes Ian, Helene, and Milton caused wind and flood damage to critical infrastructure, disrupted operations, and threatened the hospital’s capacity to deliver uninterrupted specialized pediatric care. Recovery efforts for Ian were still underway when Helene and Milton struck, compounding the urgency for both immediate restoration and long-term hazard mitigation. The hospital required a coordinated recovery strategy that addressed overlapping damages, leveraged available funding, including: FEMA Public Assistance (PA), CDBG-DR, and Hazard Mitigation Grant Program (HMGP), and met stringent federal and state compliance requirements.

iParametrics was engaged to manage grant funding efforts for all three hurricanes, ensuring the hospital secured the maximum eligible funding for emergency protective measures, infrastructure repairs, and resilience upgrades. The scope encompassed preparing detailed project worksheets, Benefit-Cost Analyses, and grant application packages for more than a dozen projects across the main hospital and outpatient sites. Specific objectives included documenting and reconciling overlapping damage claims, aligning all scopes of work with the latest Florida Building Code and FEMA mitigation standards, and expediting funding approvals to minimize service disruptions.

Drawing on prior work from the Ian recovery, iParametrics deployed an integrated recovery management process that combined rapid post-disaster assessments with ongoing grant administration. We coordinated with six county Local Mitigation Strategy committees, FEMA, and the Florida Division of Emergency Management to align scopes of work across events and avoid duplication of benefits. Our team developed

cost estimates using recognized FEMA methodologies, prepared engineering-backed mitigation proposals, such as wind protection upgrades, roof tie-down enhancements, and floodproofing of critical mechanical systems, and managed the submission of all applications. Advanced data analytics and GIS mapping were used to prioritize high-impact projects, while weekly status briefings and real-time document tracking ensured transparency and kept all stakeholders aligned.

Through this coordinated, multi-event recovery effort, **iParametrics submitted almost \$24M in combined PA, CDBG-DR, and HMGP applications**, including over \$8M in new mitigation projects tied directly to Helene and Milton. Several key projects, such as the hardening of hospital entry systems and wind retrofits for outpatient centers, received expedited FEMA approval, with one major electrical system protection project cleared for funding. **The hospital achieved a projected 40% reduction in vulnerability to future hurricane-related downtime** and significantly reduced administrative burden by consolidating multi-event documentation and compliance processes. These efforts not only restored storm-damaged facilities but also positioned Johns Hopkins All Children's Hospital to withstand future extreme weather events with greater resilience.

6.3 Fountainworks Example Experience

EXAMPLE 11

Client Name: Multiple Western North Carolina Communities

Program: Hurricane Helene Recovery Leadership

Brief Description of Services Rendered: Fountainworks is actively supporting multiple Western North Carolina communities in their recovery from Hurricane Helene. We are providing comprehensive strategic planning and facilitation services to the City of Hendersonville, including designing Recovery Strategy Sessions, leading Management Team and Council retreats, and providing ongoing guidance on resource allocation and long-term recovery strategies. Similarly, we are partnering with the Town of Black Mountain through a "Training for Public Assistance" initiative, facilitating Council recovery strategy training sessions and supporting long-term infrastructure planning. Additionally, we are supporting the City of Asheville's Council and Boards in advancing community recovery through strategic advising and ongoing guidance to define recovery priorities and align long-term recovery vision

EXAMPLE 12

Client Name: State of North Carolina

Program: Hurricane Floyd Relief Fund Management

Brief Description of Services Rendered: Our Senior Advisor Jenni Owen managed the comprehensive N.C. Hurricane Floyd Relief Fund distribution process as senior policy advisor to Governor James B. Hunt Jr., alongside Warren Miller who was serving as policy director to Governor Hunt, overseeing allocation of \$19M in disaster relief funding to hurricane victims across the state. Following Hurricane Floyd's devastation of one-third of North Carolina in September 1999, Governor Hunt established the relief fund just one day after the disaster, with Jenni leading the distribution process that ultimately served over 35,000 families across 34 counties.

Jenni and her team developed and implemented the complete operational framework for the fund, working with the United Way of North Carolina as fiscal agent and coordinating with county governments and community organizations. She and her colleagues designed allocation formulas that distributed funds fairly across affected counties based on FEMA registrations and damage assessments, established local Unmet Needs Committees in each county, and created eligibility criteria that ensured assistance reached families with immediate needs who couldn't access help through other programs. The fund raised over \$20M from more than 66,000 donations across all 50 states and several foreign countries.

Under Jenni's management, the team successfully distributed \$16M within three months of the disaster, providing assistance for medical supplies, housing costs, utilities, food, and other critical needs. The Relief Fund allocations provided more than \$3.1M for home repairs, more than \$2.1M in mortgage and rental assistance, more than \$1M for utilities, and more than \$9.1M for other emergency needs including car repairs, appliances, and building materials.

Following the fund's completion, Jenni and her team co-authored "A Guide to Establishing a Relief Fund," a comprehensive 52-page manual documenting the processes, lessons learned, and best practices from the Hurricane Floyd experience. This guide has since been used by communities across the country facing disasters and became the template for North Carolina's subsequent disaster relief efforts, including Hurricane Isabel in 2003.

EXAMPLE 13

Client Name: Institute for a Disaster Resilient Texas

Program: Institute for a Disaster Resilient Texas Strategic Support

Brief Description of Services Rendered: For the past four years, Fountainworks has supported the Institute for a Disaster Resilient Texas (IDRT), an organization created by the Texas Legislature following Hurricane Harvey. We have facilitated the organization's annual retreat for three consecutive years, helping it grow from a start-up to a mature organization. Our work has focused on developing strategic frameworks, integrating disaster resilience projects into broader mission objectives, and strengthening organizational culture for effective disaster response and recovery coordination.

EXAMPLE 14

Client Name: North Carolina Office of Strategic Partnerships

Program: Cross-Sector Partnership Development for Community Development

Brief Description of Services Rendered: Through our work with the NC Office of Strategic Partnerships model, we have extensive experience facilitating government-research and government-philanthropy partnerships that are essential for effective CDBG-DR coordination. This includes developing replicable models for cross-sector partnerships between state government, universities, philanthropy, and other entities to increase government capacity for evidence-based policy and program development, critical skills for CDBG-DR program management and compliance.



APPENDIX

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894



ATTACHMENT

A

TASK ORDER CATEGORIES AND PRICING

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

ATTACHMENT A: TASK ORDER CATEGORIES / PRICING

TASK ORDER CATEGORIES:

Per RFP Section 5.1 GENERAL, SCOPE OF WORK, Vendors may choose to submit an offer for all task order categories or only certain categories. Indicate below which task order category(s) Vendor would like to perform work. While Vendors may choose which task order category(s), DCR makes no guarantee of task order award, volume of task orders Vendors will receive, or the task order types Vendors will receive. Task Orders will not be made outside of the task order category(s) selected by the Vendor during this solicitation process.

- ☐ YES ☐ NO **TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)**
- ☐ YES ☐ NO **TASK 2 – Financial Compliance, Oversight, and Fraud Prevention**
- ☐ YES ☐ NO **TASK 3 – Duplication of Benefits (DOB) Compliance**
- ☐ YES ☐ NO **TASK 4 – Procurement Compliance and Monitoring**
- ☐ YES ☐ NO **TASK 5 – Claims, Appeals, and Case Reviews**
- ☐ YES ☐ NO **TASK 6 – Action Plan Development and Amendments**
- ☐ YES ☐ NO **TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support**
- ☐ YES ☐ NO **TASK 8 – Program Performance Monitoring and Evaluation**
- ☐ YES ☐ NO **TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation**
- ☐ YES ☐ NO **TASK 10 – Audit Readiness and Monitoring Support**
- ☐ YES ☐ NO **TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects**
- ☐ YES ☐ NO **TASK 12 – Training, Technical Assistance, and Capacity Building**
- ☐ YES ☐ NO **TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support**
- ☐ YES ☐ NO **TASK 14 – Communication, Public Information, and Outreach Support**
- ☐ YES ☐ NO **TASK 15 – Grant Management**
- ☐ YES ☐ NO **TASK 16 – Technical Systems Specification & Project Management**
- ☐ YES ☐ NO **TASK 17 – Environmental Review**

Attachment A – Pricing

AECOM's pricing structure has been developed in accordance with Section 4.2 and Attachment A of the RFP. We have provided not-to-exceed hourly rates for each proposed position within the task order categories selected. Rates are fully inclusive of salary, overhead, administrative costs, travel, and related expenses, with vendors responsible for providing their own equipment and IT support.

For Task 17 (Environmental Review), unit costs are presented for each review level and reevaluation, consistent with HUD's environmental compliance framework. The proposed rates are structured to remain competitive and cost-effective, while reflecting the qualifications and experience of the personnel offered.

This approach provides the Division of Community Revitalization with transparent, comprehensive, and reasonable pricing that supports the delivery of high-quality technical and programmatic services to support the State's CDBG-DR programs.

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 3 – Duplication of Benefits (DOB) Compliance			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 6 – Action Plan Development and Amendments			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 8 – Program Performance Monitoring and Evaluation			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects			
Senior Advisor	\$304.59	\$313.12	\$321.88

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 12 – Training, Technical Assistance, and Capacity Building			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 14 – Communication, Public Information, and Outreach Support			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 15 – Grant Management			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 16 – Technical Systems Specification & Project Management			
Senior Advisor	\$304.59	\$313.12	\$321.88
Program Manager	\$278.38	\$286.18	\$294.19
Project Manager	\$249.47	\$256.45	\$263.63
Principal Consultant	\$232.04	\$238.54	\$245.22
Senior Consultant	\$211.31	\$217.23	\$223.31
Senior Administrative	\$201.54	\$207.19	\$212.99
Staff Consultant	\$177.62	\$182.59	\$187.71
Staff Administrative	\$137.62	\$141.47	\$145.43
Associate Consultant	\$120.30	\$123.67	\$127.13
Senior Analyst/Technician	\$110.11	\$113.19	\$116.36
Associate Administrative	\$100.96	\$103.79	\$106.70
Clerical/Word Processing	\$93.05	\$95.66	\$98.34
Analyst/Technician	\$89.76	\$92.27	\$94.86
TASK 17 – Environmental Review*			
	UNIT COST	UNIT COST	UNIT COST
Initial Environmental Review:			
Exempt	\$10,000	\$10,500	\$11,025
Categorically Excluded Not Subject to §58.5	\$28,000	\$29,400	\$30,870
Categorically Excluded Subject to §58.5	\$60,000	\$63,000	\$66,150
Environmental Assessment	\$100,000	\$105,000	\$110,250
Environmental Impact Statements	\$250,000	\$262,500	\$275,625
Reevaluation Environmental Review:			
Exempt	\$5,000	\$5,250	\$5,513
Categorically Excluded Not Subject to §58.5	\$14,000	\$14,700	\$15,435
Categorically Excluded Subject to §58.5	\$25,000	\$26,250	\$27,563
Environmental Assessment	\$30,000	\$31,500	\$33,075
Environmental Impact Statements	\$50,000	\$52,500	\$55,125

*For Environmental Review provide a **unit cost** for each of the below levels of environmental review, as well as a unit cost for environmental review **reevaluation**.

- Exempt
- Categorically Excluded Not Subject to §58.5

- Categorically Excluded Subject to §58.5
- Environmental Assessment
- Environmental Impact Statements

Environmental Scope Assumptions:

1. For each environmental review, the Client will provide AECOM with a written project description, with sufficient detail to complete the environmental review including alternative details and engineering analysis and/or aggregation rationale, if applicable. Once submitted, any changes to the project description and/or alternatives may require a supplemental scope and fee.
2. Cost estimate assumes no Programmatic Agreements are in place to expedite the environmental review process. Should development of a Programmatic Agreement be required to accelerate the Endangered Species Act and/or Section 106 process for both HUD- and FEMA-funded disaster recovery projects, AECOM would require a supplemental scope and fee.
3. HUD's HEROS system or similar Client-recommended format will be used to document reviews.
4. AECOM may rely on publicly available information to document various environmental factors and develop a GIS repository of such information to streamline environmental reviews. Additional GIS data layers may be provided by the Client.
5. Unit costs were developed using current NEPA regulations specific to HUD compliance as of September 1, 2025. Should future legislation including Executive Orders, change NEPA compliance requirements, a supplemental scope and fee would be required.
6. No physical reproduction/printing of documents will be required. If needed, AECOM will require a supplemental scope and fee.
7. AECOM will produce no more than two (2) versions of the Environmental Review Record (ERR) documentation, including one (1) draft and one (1) final version. On the ERR, the Client will provide a single set of consolidated review comments, provided electronically in track changes format or similar.
8. If public notice(s) and/or combined public notice(s) is/are required, AECOM will draft the public notice however the Client will be responsible for finalizing and posting, including any fees for posting. If in person public meetings or coordination are required, the Client will be responsible for securing the venue and posting advertisements.
9. The Client will be responsible for collecting (e.g., developing and maintaining a list of stakeholders, engaging with stakeholders and the public, holding public forums, media ads, etc.) and responding to any public comments. Any changes to the project description in response to public comments may result in a supplemental scope and fee.
10. Client will provide support to develop a list of relevant federal, state, and local agencies for coordination (e.g., cooperating agencies, commenting agencies).
11. AECOM will support agency coordination and may designate a team member to interact as a liaison, particularly with USACE, USFWS, and SHPO, to avoid miscommunications and delays with our external partners.
12. **Access.** Client grants or shall obtain for AECOM, and its subcontractors, authority to enter the property upon which AECOM's Services are to be performed, at Client's expense. AECOM shall not be responsible or liable for the errors, omissions, or other acts of any other consultants, contractors, or parties engaged by Client or present at any Site, nor for their construction means, methods, techniques, sequences, or procedures, or their health and safety precautions and programs.
13. **ASTM Standard.** AECOM will perform its services in accordance with ASTM Standard Practice Designation E 1527-13, the United States Environmental Protection Agency regulations at 40 Code of Federal Regulations (CFR) Part 312, Standards and Practices for All Appropriate Inquiries (AAI) – Final Rule updated on December 30, 2013, and ASTM E2600-10 Standard Guide for Vapor Encroachment Screening on Property Involved in Real Estate Transactions.

14. **Client Information.** Client shall furnish all information and technical data in Client's possession or under its control reasonably required for AECOM's proper performance of the Services prior to AECOM's commencement of the Services or at such other times as Client and AECOM mutually agree. AECOM is entitled and will rely upon the accuracy, completeness, currency and non-infringement of information and data provided by Client or obtained from generally accepted sources within the industry, except to the extent such verification by AECOM may be expressly required as a defined part of the Services. AECOM will not be responsible for defects in its Services attributable to its reliance upon or use of such information and data.
15. **Client Data/Information.** Client will furnish to AECOM all applicable information, technical data, and other documents in Client's possession, custody, or control that are reasonably required for the proper performance of the services. AECOM will assume such information, data, and documents provided by Client is accurate and complete and may reasonably rely on the information, data, and documents and other generally accepted sources within the industry without independent verification of their completeness and accuracy. Client will provide, or cause the project site owner to provide, AECOM with the identity and location of all subsurface facilities, conditions, utilities, and obstructions at the project site. AECOM will not be responsible for conditions or consequences arising from relevant facts necessary for the proper performance of the services that were concealed, withheld, or not fully disclosed by Client at the time the project was performed.
16. **No Legal Advice.** AECOM's scope of work involves the provision of professional environmental consulting services only. AECOM is not providing any legal advice to the Client, and no deliverable or services provided by AECOM shall be construed as legal advice or be a substitute for the advice of counsel. Client should consult with its counsel to the extent the Client requires any legal advice or opinion.
17. **Regulatory Agency Review.** AECOM will prepare the deliverable(s) consistent with generally accepted industry standards and attempt to negotiate required NEPA approvals with applicable regulatory agency(ies). AECOM will not be liable or responsible for any delays arising from or the timing associated with the review or approval of the deliverable(s) by the applicable regulatory agency(ies) or any other regulatory or governmental entity. In addition, due to the unpredictable nature of subsurface contamination and negotiations with regulators, AECOM does not and cannot guarantee regulatory approvals.
18. **Site Conditions.** AECOM cannot certify or guarantee that a site is free of environmental contamination. Despite the exercise of due professional care, it is not always possible to locate or identify all hazardous materials, substances, or wastes within or surrounding a project site, and even the most comprehensive scope of services may fail to discover environmental conditions or liabilities at a site due to the presence of utilities, other obstructions, and practical limitations. AECOM's services are subject to the following risk factors that are beyond the reasonable control of AECOM: (1) the services may reveal the presence of existing uncontrolled hazardous or toxic materials, pollutants, wastes, or other substances ("Hazardous Material") at the project site; (ii) the presence of such Hazardous Material at the project site may require disclosure to appropriate local, state, or federal regulatory agencies by the Client; (iii) AECOM's opinions relating to environmental, geologic, and geotechnical conditions are based on limited data, and the actual conditions may vary from those encountered at the times and locations where the data are obtained, despite the exercise of due professional care; (iv) commonly used exploration methods such as drilling or trenching, while often necessary to perform the services, involve an inherent risk of contamination of previously-uncontaminated soils or water by existing uncontrolled Hazardous Material through no fault of AECOM; and (v) despite the exercise of due professional care, subsurface sampling may result in unavoidable contamination of certain subsurface areas, as when a probe or boring device moves through a contaminated area linking it to a subsurface water-bearing strata not previously contaminated and capable of spreading Hazardous Material offsite.
19. **Subsurface Information.** Prior to the performance of the Services, Owner shall provide AECOM with the identity and location of all subsurface facilities, conditions, and obstructions on the Property. AECOM shall have no responsibility or liability to Owner for any damages or claims arising from Owner's failure

to accurately identify, mark, disclose, or locate such subsurface facilities, obstructions, or improvements to AECOM prior to commencement of the Services.

20. **Standard of Care.** AECOM will perform its services in accordance with the degree of professional skill, quality, and care ordinarily exercised by members of the same profession practicing in the same location at the same time under comparable circumstances and providing services of a similar nature and as expeditiously as is consistent with professional skill and the orderly progress of the services. AECOM makes no other representation or warranty of any kind, whether statutory, oral, written, express or implied, including any implied warranty of performance, merchantability, or fitness for a particular purpose.
21. **Time-Dependency/Time-Sensitivity of Deliverable.** The deliverable(s) to be prepared by AECOM are time dependent. The passage of time may result in changes in technology, economic conditions, site variations, or regulatory provisions that would render the report inaccurate or incomplete, and any use or reliance on the report after the date of issuance as an accurate representation of current site conditions shall be at Client's sole risk.
22. **Waste.** In no event shall AECOM take title to or be liable for disposal or remediation costs associated with any hazardous, non-hazardous, radioactive, toxic, flammable, explosive, infectious, dangerous, or other waste, substances, or materials existing on the Property or generated by Owner or a third party prior to the date that the Services commenced



ATTACHMENT

D

LOCATION OF WORKERS UTILIZED BY VENDOR

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

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:

2. Describe the corporate structure and location of corporate employees and activities of the Vendor, its affiliates or any other sub-Contractors that will perform work outside the U.S.:

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

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

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



ATTACHMENT

E

HUB SUPPLEMENTAL VENDOR INFORMATION

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

ATTACHMENT E: 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



ATTACHMENT

F

**CERTIFICATION FOR CONTRACTS,
GRANTS, LOANS, AND
COOPERATIVE AGREEMENTS**

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

ATTACHMENT F: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal Contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal Contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal Contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and Contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Vendor, AECOM Technical Services of North Carolina, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.


Signature of Vendor's Authorized Official

Randy Taylor, Senior Vice President, Chief Operating Officer
Name and Title of Vendor's Authorized Official

September 11, 2025
Date



ATTACHMENT

G

**DISCLOSURE OF
LOBBYING ACTIVITIES
(OMB STANDARD FORM LLL)**

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES

The Disclosure of Lobbying Activities form, is located at <https://www.doa.nc.gov/pandc/onlineforms/pc-omb-standard-form-III-72020-pdf/open>. If applicable, download and attach the completed form with Vendor's response to this Solicitation.

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

1. Type of Federal Action: [a.] a. contract b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance		2. Status of Federal Action: [a.] a. bid/offer/application b. initial award c. post-award		3. Report Type: [] a. initial filing b. material change For Material Change Only: year _____ quarter _____ date of last report _ _	
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known AECOM Technical Services of North Carolina, Inc., 5438 Wade Park Blvd., Suite 200 Raleigh, NC 27560 Congressional District, if known:			5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:		
6. Federal Department/Agency: Department of Commerce			7. Federal Program Name/Description: Community Development Block Grant-Disaster Recover CFDA Number, if applicable: _____		
8. Federal Action Number, if known:			9. Award Amount, if known: \$		
10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI):			b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI):		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.			Signature: _____ Print Name: <u>Randy Taylor</u> Title: <u>Senior Vice President, Chief Operating Officer</u> Telephone No.: <u>(919) 461-1520</u> Date: <u>09/11/0202</u>		
Federal Use Only:			Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)		

PRINT

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.

(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.



ATTACHMENT

H

EXPERIENCE

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

6.0 EXPERIENCE (ATTACHMENT H)

AECOM's Collective Team Experience is located in **Section 6.0 Experience (Attachment)**



EXCEPTIONS

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

Exceptions

AECOM Technical Services of North Carolina, Inc. ("ATS") has reviewed Attachment C (North Carolina General Terms and Conditions) provided with the RFP documents. While we are in substantial agreement with the terms therein, we have identified the following specific terms that ATS would like to negotiate prior to signing the resultant Contract. ATS believes it has captured the most significant issues; however, final review and negotiations of the contract documents may identify other terms that require modification to properly interface with the terms negotiated below, or otherwise. As a result, we have prepared the following general comments.

Article 1(b) / Standard of Care: ATS requests this section be replaced with a typical industry standard provision relating to the performance of services, similar to the following: "Notwithstanding anything to the contrary, Vendor shall perform the Services in accordance with the degree of professional skill, quality and care ordinarily exercised by members of the same profession currently practicing in the same locality under comparable circumstances and as expeditiously as is consistent with professional skill and the orderly progress of the Project. The full extent of Vendor's responsibility with respect to the Services shall be to perform in accordance with the above standards and to remedy any material deficiencies or defects in the Deliverables at Vendor's own expense, provided that Vendor is notified by the State, in writing, of any such material deficiency or defect within a reasonable period after discovery thereof, but in no event later than one year after Vendor's completion of the Services. Vendor makes no other representations or warranties, express or implied, including any implied warranties of fitness for a particular purpose, merchantability, information content or otherwise. Vendor will endeavor in good faith, as needed, to obtain from the appropriate authorities their interpretation of applicable codes and standards and will apply its professional judgment in interpreting the codes and standards as they apply to the Project at the time of the Services."

Article 2(a): Please consider adding the following clarifications to the Termination provision: "If Contract is to be terminated for cause, Vendor shall be provided a written Notice to Cure affording it ten (10) days to address any alleged deficiencies specified in the Notice prior to commencing with termination process"; and "Vendor shall not be held liable for the accuracy or reliability of any partially completed work delivered in accordance with early termination."

Article 2(b): Request omission of liquidated damages provision, as is not applicable to the professional Services provided under this Contract.

Article 2(g): Insert clarification to deliverables, similar to: "Any modification, reuse or use of incomplete work product produced under the Contract shall be without liability to Vendor."

Article 16 : Revise Indemnity similar to: "To the maximum extent allowed by law per N.C.G.S.A. § 22B-1, the Vendor shall indemnify, and hold State, its officers and employees, harmless from and against all Charges claimed by third parties to the extent proximately caused by the professional negligence of the Vendor or its derivative parties in connection with the performance of this Contract. In performing its duties under this subsection "Charges" refers to costs, damages, losses, and expenses, including reasonable attorney's fees and court costs assessed as part of any such item. This indemnification shall survive termination of this Contract."

Scope: Based on experience with similar projects, ATS believes it is critical to assign project risks and responsibilities to those who are best able to manage them. In this respect, ATS looks forward to delineating the responsibilities and boundaries associated with the various services that would be provided by ATS under the contract. ATS requests the opportunity to discuss clarifications and/or details depending upon the services identified in subsequent task orders

Additional Terms: ATS requests the following clarifications be included in the resultant agreement:

- **Mutual Waiver:** A provision in which each party waives, on a reciprocal basis, the right to recover any consequential, indirect, incidental, special, and related damages.
- **Task Orders:** Term providing for declining Task Orders (not applicable to our services) without being in default of contract.



- **Liability:** Request appropriate limitation based on contract value/scope and limited to the extent of AECOM's acts, errors or omission. Additionally, should not include responsibility for consequential or liquidated damages.
- **Estimating Services:** Standard estimating clarifier

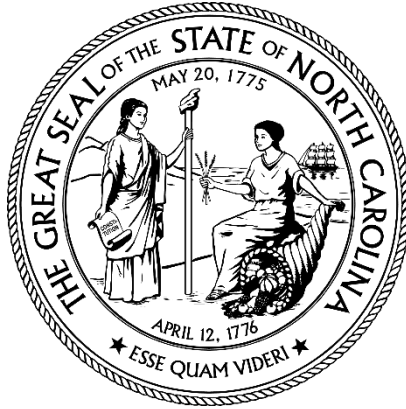
ATS respectfully reserves the right to negotiate additional provisions included in the final contract in an effort to reach a mutually agreeable contract in line with appropriate industry standards.



REQUEST FOR PROPOSAL

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894



**STATE OF NORTH CAROLINA
DEPARTMENT OF COMMERCE**

Division of Community Revitalization

Request for Proposals #: Doc1677946894

Staff Augmentation

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

Date of Issue: August 11, 2025

Proposal Opening Date: September 4, 2025, at 2:00 PM ET

Direct all inquiries concerning this RFP to:

Angie Dunaway
DCR Procurement Director
angela.dunaway@commerce.nc.gov
919-526-8340

STATE OF NORTH CAROLINA
Division of Community Revitalization (DCR)

Refer <u>ALL</u> inquiries regarding this RFP to: angela.dunaway@commerce.nc.gov	Request for Proposals # Doc1677946894
	Proposals will be publicly opened: September 4, 2025, at 2:00 pm ET
Using Agency: North Carolina Department of Commerce, Division of Community Revitalization	Commodity No. and Description: 801016 Project management

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 offered, at the prices set opposite each item within the time specified herein.

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

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

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


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

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

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

By executing this proposal, Vendor certifies that it has read and agreed to the INSTRUCTIONS TO VENDORS and the NORTH CAROLINA GENERAL TERMS AND CONDITIONS. This procurement complies with the State's own procurement laws, rules and procedures per 2 CFR § 200.317.

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

COMPLETE/FORMAL NAME OF VENDOR: AECOM Technical Services of North Carolina, Inc.		
STREET ADDRESS: 5438 Wade Park Blvd., Suite 200	P.O. BOX:	ZIP: 27560
CITY & STATE & ZIP: Raleigh, NC	TELEPHONE NUMBER: (919) 461-1520	TOLL FREE TEL. NO:
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE : Corporate Office: 300 South Grand Avenue, 9th Floor, Los Angeles, CA 90071		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR: Randy Taylor, Senior Vice President, Chief Operating Officer		FAX NUMBER:
		DATE: September 11, 2025 EMAIL: randall.taylor@aecom.com

VALIDITY PERIOD

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

ACCEPTANCE OF PROPOSAL

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

FOR STATE USE ONLY: Offer accepted and Contract awarded this _____ day of _____, 2025, as indicated on the attached certification, by _____ (Authorized Representative of Department of Commerce).

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1.0 PURPOSE AND BACKGROUND – AGENCY SPECIFIC TERM CONTRACT

The Department of Commerce, Division of Community Revitalization (DCR) is looking to establish a pool of pre-qualified vendors eligible for future task orders to provide administrative, technical, programmatic, and project management support for CDBG-DR initiatives. Services will be provided on an as-needed basis, in coordination with existing State staff, and in accordance with the scope and terms outlined in this Request for Proposals (RFP). Vendors approved through this solicitation will be included in a pre-qualified vendor pool eligible to receive task orders as needs are identified. The individual task orders, combined with this RFP, the vendor's offer in response to this RFP, and any addenda and Best and Final Offer (BAFO), will constitute the contract (see Section 2.1 below). There is no guarantee of work for any vendor that becomes pre-qualified pursuant to this RFP.

Hurricane Helene made landfall in September 2024, bringing historic rainfall, strong winds, and tornadoes that caused widespread damage across North Carolina. Thousands of homes and small businesses were damaged or destroyed. On September 27, 2024, former Governor Roy Cooper requested a Major Disaster Declaration for thirty-nine (39) counties and the Eastern Band of Cherokee Indians. The President approved the request on September 28, authorizing Individual and Public Assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 93-288) for 25 counties and the Eastern Band of Cherokee Indians. Twelve additional counties were added in the following weeks, bringing the total to 39 eligible counties.

In response to the disaster, the United States Department of Housing and Urban Development (HUD) allocated \$1,428,120,000 in Community Development Block Grant–Disaster Recovery (CDBG-DR) funds to the State of North Carolina to support long-term recovery. These funds are intended to address unmet housing, economic development, infrastructure, and mitigation needs that remain after all other assistance has been exhausted.

To manage these funds, the State established the Division of Community Revitalization (DCR) within the North Carolina Department of Commerce as the grantee agency for all Helene-related CDBG-DR awards. DCR is responsible for managing all aspects of these grants, including planning, policy development, program administration, compliance, monitoring, financial management, and grant closeout.

Programs that DCR may administer include, but are not limited to: single-family home repair, rehabilitation, and reconstruction; repair and reconstruction, small rental and multifamily housing; a business district revitalization program; infrastructure; and any other programs defined in the HUD-approved Action Plan and amendments, available at commerce.nc.gov/recovery. DCR may also receive and administer additional state and federal recovery funds. Any contract resulting from this solicitation may be used to support those funds at DCR's discretion.

1.1 CONTRACT TERM

Vendors approved through this solicitation will be included in the pre-qualified vendor pool for an initial term of three (3) years, beginning on the date of final approval by the Department (the "Effective Date"). Vendors may be selected from this pool to perform work on an as-needed basis at any time during the approved term.

At the end of the initial three-year period, the Department may, at its sole discretion, renew the prequalified contract for up to three (3) additional one-year terms under the same conditions. Written notice of any renewal will be provided to Vendors no later than thirty (30) days before the expiration of the then-current term.

2.0 GENERAL INFORMATION

2.1 REQUEST FOR PROPOSALS AND TASK ORDERS

This RFP is comprised of the base RFP document, any attachments, and any addenda released before Contract award, which are incorporated herein by reference. DCR will issue Task Orders as needs are identified to Vendors that are pre-qualified and awarded pursuant to this RFP. The specific Task Order will contain requirements, terms, and conditions particular to that project, which are intended to supplement the requirements, terms, and conditions herein.

2.2 ePROCUREMENT FEE

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

2.3 NOTICE TO VENDORS REGARDING RFP TERMS AND CONDITIONS

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

If Vendors have questions or issues regarding any component of this RFP, those must be submitted as questions in accordance with the instructions in the RFP QUESTIONS Section. 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 of specific provisions of the Contract that have been addressed during the question-and-answer period, prior to contract award.

Other than through the process of negotiation under 01 NCAC 05B .0503, the State is not required to evaluate or consider any additional or modified terms and conditions submitted with Vendor's proposal or otherwise. This applies to any language appearing in or attached to the document as part of the Vendor's proposal that purports to vary any terms and conditions or instructions herein or to render the proposal non-binding or subject to further negotiation.

The State may exercise its discretion to consider Vendor proposed modifications. By execution and delivery of this RFP Response, the 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 unless expressly agreed upon through negotiation and incorporated by way of a Best and Final Offer (BAFO). Proposed modifications must be clearly identified in the offer by listing all proposed modifications in the offer in a section titled "Errata and Exceptions."

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	August 11, 2025
Submit Written Questions	Vendor	August 18, 2025, by 5:00 pm ET
Provide Response to Questions	State	August 25, 2025
Submit Proposals	Vendor	September 4, 2025, BEFORE 2:00 pm ET (by 1:59:59)
Oral Presentation (optional)	Vendor	TBD (if needed)
Contract Award	State	As soon as possible after evaluation of offers.

2.5 RFP 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 RFP Questions process, Vendors shall submit any such questions by the "Submit Written Questions" date and time indicated in the RFP SCHEDULE Section above, unless modified by Addendum.

Written questions related to the content of this solicitation, shall be emailed to angela.dunaway@commerce.nc.gov by the date and time specified above. Vendors should enter "Vendor Name_Staff Aug_ Questions" as the subject of the email. Question submittals should include a reference to the applicable RFP section and be submitted in the format shown below:

Reference	Vendor Question
RFP Section Number and Section Title	
RFP Page Number	

Questions received prior to the submission deadline date and time, the State's response, and any additional terms deemed necessary by the State will be posted in the form of an addendum to the *electronic Vendor Portal (eVP)*, <https://evp.nc.gov>, and shall become an Addendum to this RFP. No information, instruction or advice provided orally or informally by any State personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered authoritative or binding. Vendors shall rely *only* on written material contained in the RFP and an addendum to this RFP.

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

2.6 RFP SUBMITTAL

IMPORTANT NOTE: Late submissions, regardless of cause, will not be opened or considered, and will be automatically disqualified from further consideration. Vendor shall bear the sole risk of late submission due to unintended or unanticipated delay. It is the Vendor's sole responsibility to ensure its proposal has been received as described in this RFP by the specified time and date of opening. The time and date of receipt will be marked on each proposal when received. Any proposal or portion thereof received after the proposal deadline will be rejected.

Offers to be submitted through eProcurement Sourcing. For training on how to use eProcurement Sourcing, <https://eprocurement.nc.gov/training/vendor-training>. Questions or issues related to using eProcurement Sourcing must be directed to the eProcurement Help Desk at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET.

If confidential and proprietary information is included in the proposal, also submit one (1) signed, **REDACTED** copy of the proposal. Such information may include trade secrets defined by N.C. Gen. Stat. § 66-152 and other information exempted from the Public Records Act pursuant to N.C. Gen. Stat. §132- 1.2. Vendor may designate information, Products, Services or appropriate portions of its response as confidential, consistent with and to the extent permitted under the statutes and rules set forth above. By so redacting any page, or portion of a page, the Vendor warrants that it has formed a good faith opinion, having received such necessary or proper review by counsel and other knowledgeable advisors, that the portions determined to be confidential and proprietary and redacted as such, meet the requirements of the Rules and Statutes set forth above. However, under no circumstances shall price information be designated as confidential. Redacted refers to the “*blacking out*” of information so it is not visible.

If the Vendor does not provide a redacted version of the proposal with its RFP submission, the Department may release an unredacted version if a record request is received. Also, final contracts must be posted on the DCR website per HUD rules, and DCR will post the redacted version of the contract.

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

The public proposal opening will be held via Microsoft Teams. Below is the information regarding the public solicitation opening. Only Vendor names will be announced at the opening.

Date: September 4, 2025
Time: 2:00 pm ET
Virtual via Teams: [Join the meeting now](#) **CLICK the Link to Join the Meeting**
Meeting ID: 210 925 726 471 1
Passcode: HW6Ns2FS

Dial in by phone: 984-204-1487
Phone conference ID: 465 443 050#

2.7 PROPOSAL CONTENTS

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

All pages of the RFP should be returned.

Proposal shall include the following components:

1. Title Page

The title page shall include:

- Vendor’s name, business address, and phone number

- Name and title of an authorized representative
- RFP number
- A disclosure of any actual or potential conflicts of interest involving the Vendor or its key personnel. If no conflicts exist, the Vendor should state that explicitly.

2. Signed Execution Pages and signed Addenda, if applicable.

3. Table of Contents

4. Narrative Response: Vendor Qualifications and Approach

This section should demonstrate the Vendor's qualifications and capacity to support DCR through future task orders. At a minimum, it should include:

- A brief history of the organization
- Relevant experience with HUD-funded programs (e.g., CDBG-DR, CDBG-MIT, HOME, ESG) or other disaster recovery work
- The Vendor's approach to fulfilling task orders, including how qualified personnel will be identified and assigned
- Internal systems for quality assurance, regulatory compliance, and project oversight
- A summary of staffing capacity, including the ability to scale quickly for both short-term and long-term assignments
- Clear alignment of proposed staff with the type of work to be performed

5. Resumes and Bios

Resumes or biographies must be provided for all key personnel proposed. Vendors are encouraged to submit at least two qualified candidates per position or labor category, where applicable.

6. Examples

Provide at least three examples of projects of similar type and size performed within the last five years, preferably for state and/or local government entities (see Attachment H)

2.8 DEFINITIONS, ACRONYMS, AND ABBREVIATIONS

Relevant definitions for this RFP are provided in 01 NCAC 05A .0112 and in the Instructions to Vendors found below which are incorporated herein by this reference.

The following definitions, acronyms, and abbreviations are also relevant to this RFP:

- a) **ACTION PLAN:** the State's Community Development Block Grant-Disaster Recovery (also referred to as the CDBG-DR) Funding Action Plan in Response to Hurricane Helene impacted Counties in Western North Carolina.

- b) **BAFO:** Best and Final Offer, submitted by a Vendor to alter its initial offer, made in response to a request by the issuing agency.
- c) **CDBG-DR:** Community Development Block Grant for Disaster Recovery grant.
- d) **CONTRACT LEAD:** The Procurement Contracting Officer listed in the RFP.
- e) **CONTRACT ADMINISTRATOR:** The Division of Community Revitalization program administrator.
- f) **DCR:** The North Carolina Division of Community Revitalization
- g) **DRGR:** Disaster Recovery Grant Reporting System
- h) **ePROCUREMENT 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) **OFFER:** Vendor entire response to this Solicitation, including all documents and information requested in this Solicitation.
- k) **PRINCIPAL PLACE OF BUSINESS:** The principal place from which the overall trade or business of the Vendor is directed or managed.
- l) **PROGRAM:** Division of Community Revitalization Hurricane Helene Recovery Program.
- m) **QUALIFIED PROPOSAL:** A responsive proposal submitted by a responsible Vendor.
- n) **RFP:** Request for Proposals
- o) **SERVICES or SERVICE DELIVERABLES:** The tasks and duties undertaken by the Vendor to fulfill the requirements and specifications of this solicitation.
- p) **SOLICITATION:** This RFP.
- q) **SOP:** Standard Operating Procedures
- r) **SOR:** System of Record
- s) **STATE:** The State of North Carolina, including any of its sub-units recognized under North Carolina law.
- t) **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.
- u) **TASK ORDER:** The document that will be issued for specific work to an awarded Vendor and will contain specific requirements, terms, and conditions. The Task Order will incorporate by reference the Contract resulting from this RFP.
- v) **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

This RFP is to establish a pre-qualified pool of vendors that may be considered for future task orders at DCR's discretion, based on program needs.

North Carolina G.S. 143-52 provides a general list of criteria the State shall use to award contracts, as supplemented by the additional criteria herein. All award decisions shall be in the State's best interest. All qualified proposals will be evaluated, and awards will be made to the Vendors meeting the specific RFP Specifications and achieving the highest

and best final evaluation. Prospective Vendors shall not be discriminated against on the basis of any prohibited grounds as defined by Federal or State law.

While the intent of this RFP is to award a Contract to multiple Vendors, the State reserves the right to make separate awards to different Vendors for one or more Task Order types, to not award one or more Task Order types, 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 State makes no guarantees as to whether awarded Vendors will receive task orders, the volume of task order, or the task order types.

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

3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION

While this RFP is under evaluation, the responding Vendor, including any subcontractors and suppliers, is prohibited from engaging in conversations intended to influence the outcome of the evaluation. See Paragraph 28 of the Instructions to Vendors entitled COMMUNICATIONS BY VENDORS.

Each Vendor submitting a proposal to this RFP, including its employees, agents, subcontractors, suppliers, subsidiaries and affiliates, 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, any department secretary, agency head, members of the General Assembly and Governor's office); or private entity, if the communication refers to the content of Vendor's proposal or qualifications, the content of another Vendor's proposal, another Vendor's qualifications or ability to perform a resulting 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, the award of a contract, or both.

Any Vendor not in compliance with this provision shall be disqualified from evaluation and award. A Vendor's proposal may be disqualified if its subcontractor and/or supplier engage in any of the foregoing communications during the time that the procurement is active (*i.e.*, the issuance date of the procurement until the date of contract award or cancellation of the procurement). Only those discussions, communications or transmittals of information authorized or initiated by the issuing agency for this RFP or inquiries directed to the purchaser named in this RFP regarding requirements of the RFP (prior to proposal submission) or the status of the award (after submission) are excepted from this provision.

3.3 PROPOSAL EVALUATION PROCESS

Only responsive submissions will be evaluated.

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

Proposals will be received as described in the RFP Submittal Section above.

All proposals must be received by the issuing agency not later than the date and time specified in the RFP SCHEDULE Section above, unless modified by Addendum. 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.

At the date and time provided in the RFP SCHEDULE Section above, unless modified by Addendum, the proposal from each responding Vendor will be opened publicly and all offers (except those that have been previously withdrawn, or voided bids) will be tabulated. The tabulation shall be made public at the time it is created. Only the names of offerors

and the Goods and Services offered shall be tabulated at the time of opening. Negotiation is anticipated, therefore cost and price shall become available for public inspection at the time of the award.

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.

Pursuant to 01 NCAC 05B .0503, the State reserves the right to negotiate with one or more vendors, or to reject all original offers and negotiate with one or more sources of supply that may be capable of satisfying the requirement. Upon completion of the evaluation the State will post the award(s) to the State's eVP website under the RFP number for this solicitation.

3.4 EVALUATION CRITERIA

It is the intention of DCR to identify qualified vendors on the basis of demonstrated competence and qualification for the type of task order categories defined herein.

DCR will evaluate responsive proposals based on the following criteria, which are listed in order of importance:

1. Experience
 - a. Experience with CDBG-DR programs
 - b. Experience with relevant policies and requirements
 - c. Years of experience in the business
 - d. Examples of projects of similar type and size performed within the last five years (see Attachment H)
2. Firm Qualifications
 - a. Conformity with the specifications and ability to meet minimum requirements
 - b. Financial stability and solvency
 - i. Ability to meet short-term obligations, debts, liabilities, payroll, and expenses
 - ii. Sufficient cash flow and/or available financing from a financial institution to perform the proposed contract until receiving payment from the state
 - c. Ability and capacity to perform the work
3. Proposed Methodology and Technical Proposal
 - a. Staffing plan
 - b. How Vendor will ensure quality and timely services
 - c. How Vendor will ramp up services across the task order categories
4. Cost
 - a. Hourly rate per position per task order category

DCR will evaluate proposals using a narrative evaluation method, where it identifies strengths and weaknesses of each proposal, and it will select vendors using a Best Value evaluation methodology, which is defined in statute as the selection of vendors based on "the best trade-off between price and performance, where quality is considered an integral performance factor. The award decision is made based on multiple factors, including: total cost of ownership, meaning the cost of acquiring, operating, maintaining, and supporting a product or service over its projected lifetime; the evaluated technical merit of the vendor's proposal; the vendor's past performance; and the evaluated probability

of performing the requirements stated in the solicitation on time, with high quality, and in a manner that accomplishes the stated business objectives and maintains industry standards compliance.” N.C.G.S. § 143-135.9

DCR reserves the right to take any of the following actions: cancel this RFP if determined to be in the best interest of the state; disqualify any responses to this RFP for nonconformance to the terms described herein; negotiate with specific Vendors to achieve the best value; establish a timeline during the negotiation phase for the submission of a best and final offer; and extend the time to respond to this RFP.

3.5 PERFORMANCE OUTSIDE THE UNITED STATES

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 RFP serves two functions: (1) to advise potential Vendors of the parameters of the solution being sought by the State; and (2) to provide (together with other specified documents) the terms of the Contract resulting from this procurement. 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 State will take into consideration the degree to which Vendors have proposed or failed to propose solutions that will satisfy the State’s needs as described in the RFP. Except as specifically stated in the RFP, no one requirement shall automatically disqualify a Vendor from consideration. However, failure to comply with any single requirement may result in the State 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, the 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 a 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, the Vendor is urged to submit these items in the form of a question during the question-and-answer period in accordance with the RFP Questions Section above.

4.1 TASK ORDER CATEGORIES

For each task order category that Vendor wishes to be considered Vendor proposal should demonstrate specific proof of experience and qualifications to carry out the respective task. Task Order Categories:

TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)

TASK 2 – Financial Compliance, Oversight, and Fraud Prevention

TASK 3 – Duplication of Benefits (DOB) Compliance

TASK 4 – Procurement Compliance and Monitoring

TASK 5 – Claims, Appeals, and Case Reviews

TASK 6 – Action Plan Development and Amendments

TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support

TASK 8 – Program Performance Monitoring and Evaluation

TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation

TASK 10 – Audit Readiness and Monitoring Support

TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects

TASK 12 – Training, Technical Assistance, and Capacity Building

TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support

TASK 14 – Communication, Public Information, and Outreach Support

TASK 15 – Grant Management

TASK 16 – Technical Systems Specification & Project Management

TASK 17 – Environmental Review

4.2 PRICING

In Attachment A: Pricing Vendor shall provide a not-to-exceed hourly rate for each position proposed for each task order category for which it is bidding.

4.3 PAYMENT STRUCTURE

Payment will be a fixed fee for services based on the scope of work for each task order.

4.4 INVOICES

Vendors will send monthly task order invoices to DCR.Finance@commerce.nc.gov for payment.

- a) Vendor must submit one monthly invoice within fifteen (15) calendar days following the end of each month in which work was performed pursuant to a task order.
- b) Invoices must be submitted in electronic format on the Vendor's official letterhead stationery and must be identified by a unique invoice number unless otherwise directed.
- c) Invoices must bear the correct contract number (this solicitation number), the respective task order 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 in DCR-approved format, the services provided, the hourly rate per position, the number of hours billed per position, the invoice date, the period of time covered, the amount of fees due to Vendor.

4.5 HUB PARTICIPATION

Pursuant to North Carolina General Statute G.S. 143-48, it is State policy to encourage and promote the use of small, minority, physically handicapped, and women contractors in purchasing Goods and Services. As such, this RFP will

serve to identify those Vendors that are minority owned or have a strategic plan to support the State's Historically Underutilized Business program by meeting or exceeding the goal of 10% utilization of diverse firms as 1st or 2nd tier subcontractors. Vendor shall complete ATTACHMENT E: HUB SUPPLEMENTAL VENDOR INFORMATION.

4.6 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 the Vendor, if so requested by the State.

4.7 PERSONNEL

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 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).

Should the Vendor's proposal result in an award, the Vendor may be required to agree that it will not substitute key personnel assigned to the performance of the Contract, and designated in any task order, without prior written approval by the Contract Lead. Vendor may further agree that it will notify the Contract Lead 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 and/or Task Order. Upon such termination, the State may request acceptable substitute personnel or terminate the contract Services provided by such personnel.

4.8 VENDOR'S REPRESENTATIONS

If Vendor's Proposal results in an award, Vendor agrees that it will not enter any agreement with a third party that may abridge any rights of the State under the Contract. If any Services, deliverables, functions, or responsibilities not specifically described in this solicitation are required for Vendor's proper performance, provision and delivery of the Service and deliverables under a resulting Contract/Task Order, 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/Task Order to the same extent and in the same manner as if specifically described in the Contract/Task Order. Unless otherwise expressly provided herein, Vendor will furnish all of its own necessary management, supervision, labor, facilities, furniture, computer and telecommunications equipment, software, supplies and materials necessary for the Vendor to provide and deliver the Services and/or other Deliverables.

4.9 INSURANCE REQUIREMENTS

Insurance requirements are indicated in ATTACHEMENT C: NORTH CAROLINA GENERAL TERM AND CONDITIONS, Paragraph 15 (b)(3) Contracts valued in excess of \$1,000,000.

For the duration of any contract resulting from this Solicitation and potential Task Order, Vendor shall acquire insurance with financially sound and reputable independent insurers, in the type and amount specified in this RFP. Work on any contract/task order shall not begin until after Vendor has submitted acceptable evidence of insurance. Failure to maintain insurance coverage or acceptable alternative methods of insurance shall be deemed a breach of contract. Vendor shall submit acceptable evidence of insurance with each task order.

4.10 LOBBYING ACTIVITY CERTIFICATION FOR FEDERAL GRANTS

Federal law prohibits recipients of federal funds, whether through grants, contracts, or cooperative agreements, from using those funds to influence or attempt to influence (lobby) a federal official in connection with obtaining, extending, or modifying any federal contract, grant, loan, or cooperative agreement. Further, federal law requires that applicants for federal funds certify:

- That they abide by the above restriction;
- That they disclose any permissible (non-federal) paid lobbying on the Federal Awards being applied for; and
- That such certification requirements will also be included in any subawards meeting the applicable thresholds.

All Vendors must complete and submit ATTACHMENT F: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS. If applicable, vendors must also submit ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES (OMB STANDARD FORM LLL) when responding to this solicitation.

4.11 FINANCIAL INFORMATION

Submitting financial information is an absolute requirement, and it is a material requirement of this RFP. Failure to submit this information shall result in the offer being deemed non-responsive, and the offer will not be considered.

If Vendor is an entity that is required to prepare audited financial statements, Vendor shall submit:

- a) Last three years of audited accrual-basis financial statements, including an income statement, cash flow statement and balance sheet;
- b) If applicable, last three years of consolidated statements for any holding companies or affiliates;
- c) An audited or un-audited accrual-basis financial statement of the most recent quarter of operation; and
- d) A full disclosure of any events, liabilities, or contingent liabilities that could affect Vendor's financial ability to perform this contract.

If Vendor is a privately-owned entity or sole proprietorship, Vendor shall submit:

- a) Last three years of audited or un-audited accrual-basis financial statements, including an income statement, cash flow statement and balance sheet;
- b) An audited or un-audited accrual-basis financial statement of the most recent quarter of operation; and
- c) A full disclosure of any events, liabilities, or contingent liabilities that could affect Vendor's financial ability to perform this contract.

Financial information, statements and/or documents submitted with a Proposal shall be evaluated to determine: whether the Vendor has sufficient ability to perform the Contract; whether the Vendor is able to meet its short term obligations, debts, liabilities, payroll, and expenses; whether Vendor has provided complete, reliable and accurate financial information regarding its business operation; whether the Vendor is financially solvent; and whether Vendor has sufficient cash flow and/or available financing from a financial institution to perform the proposed contract for an extended period without receiving payment from the State. Financial information of non-public entities may be marked as confidential in accordance with the Paragraph of the Instructions to Vendors entitled Confidential Information (and should be redacted in the redacted version of the offer submitted per Section 2.6).

5.0 SCOPE OF WORK

5.1 GENERAL

The North Carolina Department of Commerce, Division of Community Revitalization (DCR) is seeking Statements of Qualifications and pricing from experienced Vendors to provide administrative, technical, and programmatic support for CDBG-DR initiatives, delivered in coordination with existing State staff. Vendors must demonstrate the capabilities, expertise, and staffing necessary to fulfill the requirements outlined in this solicitation. Personnel, officers, executives, and subcontractors performing work under any contract or task order resulting from this RFP shall not be considered employees of the State. Furthermore, any resulting agreement shall not establish a joint venture, partnership, trust, agency, or any other similar business relationship between the Vendor and the State.

Vendors must clearly describe how they meet the qualifications outlined in this RFP and how they will measure performance and success in completing potential future task orders. Vendor personnel must be available to support DCR staff between the hours of 8:00 AM and 5:00 PM Eastern Time Monday through Friday. Depending on program needs, DCR may require certain roles to report in person to office space provided by the State. While DCR's main offices are based in Raleigh, NC, certain positions may require fieldwork or in-person support at intake centers in disaster-impacted areas of Western North Carolina. Intake centers are located in Asheville, Boone, and Marion, in coordination with Horne LLP, the Implementation Vendor for the Single-Family Housing Program.

DCR will utilize a System of Record (SOR) for CDBG-DR grant activities, which has not yet been finalized as of the date of this Solicitation. DCR will manage the system, and selected Vendors will be required to use the State's designated SOR. DCR may also implement separate systems for financial management and reporting. Selected Vendors may be asked to support the setup and administration of these systems.

The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs. DCR anticipates issuing task orders as priorities shift and may adjust the scope or required level of involvement accordingly.

Vendor responses should identify proposed personnel, including a description of the team structure servicing DCR, individual roles, and areas of responsibility. Proposed personnel should be clearly aligned with the specific tasks outlined in the Task Order Categories. Resumes and professional biographies must be provided for all proposed staff. Vendors must demonstrate that they have sufficient qualified personnel available to support any task orders issued under this RFP.

Vendor responses should include evidence of relevant qualifications and experience in the disciplines required by this RFP. Additional information on current and planned projects is available at: commerce.nc.gov/recovery.

By submitting a response to this RFP, Vendors affirm the following: *"The personnel included in this response are not subject to any non-competition agreement that would prevent them from accepting an offer of employment from the North Carolina Division of Community Revitalization"*.

Vendors may choose to submit an offer for all task order categories or only certain categories, as designated in Attachment A: Pricing. While Vendors may choose which task order categories, DCR makes no guarantee of any task order award, volume of task orders Vendors will receive, or the task order types Vendors will receive. Vendors must clearly state in their response to this RFP (in Attachment A) which task order category(ies) the Vendor will perform work. Task Orders will not be made outside of the task order category(ies) selected by the Vendor during this solicitation process.

5.2 TASKS / DELIVERABLES

Vendors selected for inclusion in the pre-qualified pool may be considered for task orders to perform one or more of the following service areas (categories) on an as-needed basis. Tasks may include, but are not limited to:

5.2.1 TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)

If ordered, the Vendor may assist in developing, updating, and maintaining written policies, procedures, and SOPs to support consistent, compliant administration of any DCR CDBG-DR program or effort, including but not limited to:

- Single-Family Housing Repair, Rehabilitation, and Reconstruction
- Multifamily Rental Housing Construction, Rehabilitation, and Mitigation
- Commercial District Revitalization Programs
- Community Infrastructure and Resilience Projects
- Private Roads and Bridges
- Small Rental Programs
- General administration of CDBG-DR funds

Anticipated Deliverables:

- Program-specific policies
- Program-specific SOPs detailing required workflows, documentation standards, and quality control processes
- Templates, forms, and checklists to guide eligibility determinations, benefit calculations, procurement activities, and records management
- Standardized reporting structures for HUD, state, and federal reporting requirements (e.g., DRGR, QPRs, Section 3, Fair Housing)
- Written closeout procedures outlining project completion, financial reconciliation, and grant closeout documentation

5.2.2 TASK 2 – Financial Compliance, Oversight, and Fraud Prevention

If ordered, the Vendor may assist with developing financial management tools and providing oversight to ensure compliance with federal and state requirements.

Anticipated Deliverables:

- Written policies for fund tracking, separation of CDBG-DR funds, and proper accounting
- Fraud, waste, and abuse prevention protocols and detection tools
- Monitoring plans and tools for financial oversight of subrecipients, and contractors
- Federal and State compliance reviews, including, but not limited to, inspecting award approvals, reimbursement requests and completed monitoring visits.
- Financial performance dashboards, KPI tracking systems, and corrective action procedures

5.2.3 TASK 3 – Duplication of Benefits (DOB) Compliance

If ordered, the Vendor may assist with establishing, maintaining, and implementing DOB prevention and monitoring processes, including

Anticipated Deliverables:

- Written DOB prevention policies aligned with HUD guidance
- Data matching tools to detect and mitigate potential DOB risks
- Templates, forms, and workflows to support consistent eligibility determinations and benefit calculations
- DOB processing and compliance management

5.2.4 TASK 4 – Procurement Compliance and Monitoring

If ordered, the Vendor may assist DCR and/or subrecipients with developing procurement policies and providing oversight to ensure transparent, fair, and compliant procurement.

Anticipated Deliverables:

- Procurement policies and SOPs consistent with federal and state requirements
- Documentation standards for solicitations, contracts, procurement records, and cost reasonableness
- Monitoring tools and workflows for procurement oversight and compliance tracking

5.2.5 TASK 5 – Claims, Appeals, and Case Reviews

If ordered, the Vendor may assist with standardizing processes for managing applications, appeals, exceptions, and other case-specific requests.

Anticipated Deliverables:

- Written procedures for case reviews, escalation protocols, and decision-making workflows
- Standardized documentation tools, including review checklists, decision logs, and applicant notification templates
- Staff training materials to support consistent application of review procedures Support for audit readiness and responding to HUD, state, or other oversight inquiries related to case determinations

5.2.6 TASK 6 – Action Plan Development and Amendments

If ordered, the Vendor may assist with preparing, revising, and submitting CDBG-DR Action Plans and amendments.

Anticipated Deliverables:

- Draft Action Plan language, supporting documentation, and HUD submission packages;
- Create/maintain public comment documentation and records of stakeholder engagement.

5.2.7 TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support

If ordered, the Vendor may provide data analysis to inform program design and resource allocation.

Anticipated Deliverables:

- Unmet needs assessments, market studies, gap analyses, and resource allocation reports
- Geospatial data products, including maps, visualizations, and dashboards to support decision-making and public reporting
- Data integration from multiple sources (e.g., FEMA, SBA, NFIP, local government data) to support comprehensive needs assessments

5.2.8 TASK 8 – Program Performance Monitoring and Evaluation

If ordered, the Vendor may assist with performance tracking and program evaluation activities.

Anticipated Deliverables:

- Program-specific timelines, milestone tracking tools, and progress reporting templates
- Performance metric tracking systems and compliance monitoring tools
- Disaster Recovery Grants Reporting (DRGR) support and execution

5.2.9 TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation

If ordered, the Vendor may assist with technical assistance, monitoring, and documentation to maintain compliance with applicable requirements, including but not limited to civil rights, fair housing, labor standards, and historic preservation.

Anticipated Deliverables:

- Section 3 compliance tracking tools and reporting templates
- Fair Housing, civil rights, and Affirmatively Furthering Fair Housing documentation
- Labor standards monitoring tools, wage verification processes, and Davis-Bacon/Copeland Act compliance resources
- Documentation to support compliance with National Objectives, including LMI benefit, slum/blight prevention, or urgent need
- Historic preservation compliance documentation, including Section 106 consultation records, project review forms, coordination with the State Historic Preservation Office (SHPO), and mitigation agreements where applicable

5.2.10 TASK 10 – Audit Readiness and Monitoring Support

If ordered, the Vendor may assist with preparing for monitoring visits, audits, and corrective action implementation.

Anticipated Deliverables:

- Readiness review tools and checklists for program files, systems, and documentation
- Draft responses to monitoring reports, audit findings, or compliance inquiries
- Corrective action plans and tracking tools

5.2.11 TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects

If ordered, the Vendor may provide technical expertise to support project development, review, and compliance.

Anticipated Deliverables:

- Reviews of engineering plans prepared by subrecipients
- Review or development of cost estimates
- Review or development of feasibility studies
- Compliance assessments for infrastructure and mitigation projects
- Feasibility analysis of infrastructure, economic development, and housing projects
- Construction progress inspections of infrastructure, economic development, and housing projects

5.2.12 TASK 12 – Training, Technical Assistance, and Capacity Building

If ordered, the Vendor may provide targeted training and technical assistance to support program implementation.

Anticipated Deliverables:

- Regulatory compliance training sessions for DCR staff, subrecipients, and partners
- Updated training materials, guidance documents, and instructional resources
- Application intake support, eligibility review assistance, and program interpretation resources
- Tools to promote transparency, reporting, and accountability

5.2.13 TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support

If ordered, the Vendor may assist with developing, implementing, and overseeing relocation programs, including compliance with the Uniform Relocation Act (URA) and Optional Relation Assistance.

Anticipated Deliverables:

- Relocation policies, procedures, SOPs, and workflows

- Technical guidance to inform SOR system workflows (excluding software development)
- Application review tools for relocation eligibility and benefit determinations
- Required relocation notices, compliance monitoring tools, and corrective action resources Training materials and sessions for staff and program partners

5.2.14 TASK 14 – Communication, Public Information, and Outreach Support

If ordered, the Vendor may assist with developing and implementing communication materials, public information resources, and outreach tools to promote program awareness, transparency, and accessibility.

Anticipated Deliverables:

- Public information materials, including fact sheets, flyers, FAQs, and website content
- Standardized templates for press releases, stakeholder notices, and public updates
- Outreach materials tailored for impacted communities, including language translation and accessibility accommodations
- Guidance documents to support consistent external messaging and branding
- Communication protocols for crisis communication, public inquiries, and media responses
- Support for public meetings, stakeholder engagement, and community outreach events

5.2.15 TASK 15 – Grant Management

If ordered, the Vendor may assist with managing and implementing programs described in the State's CDBG-DR Action Plan.

Anticipated Deliverables:

- Facilitate subrecipient contracting, compliance, and closeout activities
- Provide tools to facilitate subrecipient compliance and reporting

5.2.16 TASK 16 – Technical Systems Specification & Project Management

If ordered, the Vendor may assist with designing and detailing technical specifications for DCR's System of Record.

Anticipated Deliverables:

- Workflow and technical specification documentation
- Project management and monitoring of the SOR

5.2.17 TASK 17 – Environmental Review

The selected Vendor(s) will perform, or cause to be performed, NEPA compliant HUD environmental reviews for projects that receive subrecipient awards under programs including infrastructure, economic revitalization, multi-family, workforce housing, and hazard mitigation set aside programs. The awarded Vendor(s) will support the responsible entity and local communities identifying the appropriate environmental review level and preparing the subsequent environmental review compliant with 24 CFR 58. Vendors must provide a unit cost price for each of the following levels of environmental review which may be necessary under these programs:

- Exempt
 - Categorically Excluded Not Subject to §58.5
 - Categorically Excluded Subject to §58.5
 - Environmental Assessment
 - Environmental Impact Statements
- Additionally, the selected Vendor(s) must provide a reevaluation cost for each of the aforementioned environmental review levels.

Anticipated Deliverables

- Environmental Review Level Identification and Environmental Review Completion Timeline
 - DCR will work with awarded subrecipients under the program and the selected Vendor(s) to determine the necessary level of environmental review and a completion timeline for the environmental review. Depending on the level of review and the scope of the project being reviewed, project timelines may be identified as subject to assumptions by the selected Vendor(s).
- Environmental Review Completion
 - Environmental reviews will be completed in compliance with the laws and authorities outlined in 24 CFR 58 and any relevant local and/or state requirements. Any and all studies required to complete the compliant environmental review are the responsibility of the selected Vendor(s).
- Reevaluation of Reviews as Necessary

When reevaluation is required for a previously completed environmental review, the Vendor is expected to provide a separate rate for reevaluation of each type/level of environmental review.

5.3 TASK ORDER METHODOLOGY

DCR will issue task orders, as the need arises, to at least two vendors qualified in that category and seek responses. The vendor will be selected based on best value to the State, considering qualifications, pricing, proposed methodology for completing the task, and total not-to-exceed amount. DCR may request and consider references for Vendors' previous work, updated financial information, litigation history, and any other information it deems relevant. Information submitted as part of this RFP should not need to be resubmitted. All task orders shall be in writing, and shall include a scope of services, a list of tasks to be performed by the Vendor, a time schedule, a list of deliverables, if any, and such other information or special conditions as may be necessary for the work requested.

5.4 TRANSITION ASSISTANCE

If the contract, or any part thereof, is not renewed or is terminated for any reason, or as part of the closeout process, the Vendor shall provide, at DCR's sole discretion, immediate and ongoing transition assistance to the new Vendor until the project (task order) is complete.

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 will 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 Vendor's compliance with the Scope of Work (task order) and the individual performance of contract staff as needed. The performance reviews may include requirements of the Vendor to take corrective action related to staff performance.

6.3 DISPUTE RESOLUTION

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

6.4 CONTRACT CHANGES

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

ATTACHMENT A: TASK ORDER CATEGORIES / PRICING

TASK ORDER CATEGORIES:

Per RFP Section 5.1 GENERAL, SCOPE OF WORK, Vendors may choose to submit an offer for all task order categories or only certain categories. Indicate below which task order category(s) Vendor would like to perform work. While Vendors may choose which task order category(s), DCR makes no guarantee of task order award, volume of task orders Vendors will receive, or the task order types Vendors will receive. Task Orders will not be made outside of the task order category(s) selected by the Vendor during this solicitation process.

- ☐ YES ☐ NO TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)
- ☐ YES ☐ NO TASK 2 – Financial Compliance, Oversight, and Fraud Prevention
- ☐ YES ☐ NO TASK 3 – Duplication of Benefits (DOB) Compliance
- ☐ YES ☐ NO TASK 4 – Procurement Compliance and Monitoring
- ☐ YES ☐ NO TASK 5 – Claims, Appeals, and Case Reviews
- ☐ YES ☐ NO TASK 6 – Action Plan Development and Amendments
- ☐ YES ☐ NO TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support
- ☐ YES ☐ NO TASK 8 – Program Performance Monitoring and Evaluation
- ☐ YES ☐ NO TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation
- ☐ YES ☐ NO TASK 10 – Audit Readiness and Monitoring Support
- ☐ YES ☐ NO TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects
- ☐ YES ☐ NO TASK 12 – Training, Technical Assistance, and Capacity Building
- ☐ YES ☐ NO TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support
- ☐ YES ☐ NO TASK 14 – Communication, Public Information, and Outreach Support
- ☐ YES ☐ NO TASK 15 – Grant Management
- ☐ YES ☐ NO TASK 16 – Technical Systems Specification & Project Management
- ☐ YES ☐ NO TASK 17 – Environmental Review

PRICING:

Vendor to replicate the table below and provide an hourly not-to-exceed rate per position for each task order category(s) offered with its solicitation response. Rates shall be inclusive of salary, overhead, administrative and other similar fees, travel and other expenses. Vendor is responsible for providing cell phones, computers/laptops, and all IT support related thereto.

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 2 – Financial Compliance, Oversight, and Fraud Prevention			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 3 – Duplication of Benefits (DOB) Compliance			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 4 – Procurement Compliance and Monitoring			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 5 – Claims, Appeals, and Case Reviews			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 6 – Action Plan Development and Amendments			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 8 – Program Performance Monitoring and Evaluation			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 10 – Audit Readiness and Monitoring Support			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects			
<i>Vendor to Indicate All Position Title(s) HERE</i>			

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 12 – Training, Technical Assistance, and Capacity Building			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 14 – Communication, Public Information, and Outreach Support			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 15 – Grant Management			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 16 – Technical Systems Specification & Project Management			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 17 – Environmental Review*	UNIT COST	UNIT COST	UNIT COST
Initial Environmental Review:			
Exempt			
Categorically Excluded Not Subject to §58.5			
Categorically Excluded Subject to §58.5			
Environmental Assessment			
Environmental Impact Statements			
Reevaluation Environmental Review:			
Exempt			
Categorically Excluded Not Subject to §58.5			
Categorically Excluded Subject to §58.5			
Environmental Assessment			
Environmental Impact Statements			

*For Environmental Review provide a unit cost for each of the below levels of environmental review, as well as a unit cost for environmental review **reevaluation**.

- Exempt
- Categorically Excluded Not Subject to §58.5
- Categorically Excluded Subject to §58.5
- Environmental Assessment
- Environmental Impact Statements

ATTACHMENT B: NORTH CAROLINA INSTRUCTIONS TO VENDORS

I. READ, REVIEW AND COMPLY

It shall be the Vendor's responsibility to read this entire document; review all enclosures, attachments, and any Addenda; and comply with all requirements specified, whether appearing in these Instructions to Vendors or elsewhere in the Solicitation document.

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.

II. REQUEST FOR OFFERS

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 bids at any time if such rejection is deemed to be in the best interest of the State.

By submitting Your Bid or Proposal, You are offering to enter into a contract with the State.

The Contract is a separate document that represents the Vendor's and the State's entire agreement. If Your bid is accepted and results in a Contract, You will be expected to accept the North Carolina General Terms And Conditions included in the Solicitation document as part of the Contract. Depending upon the good or service being offered, other terms and conditions may apply.

III. DUTY TO INQUIRE

Offeror, by submitting an Offer, represents that it has read and understands the Solicitation and that its Offer is made in compliance with the Solicitation. Offerors are expected to examine the Solicitation thoroughly and should request an explanation for any ambiguities, discrepancies, errors, omissions, or conflicting statements in the Solicitation. Failure to do so will be at the Offeror's risk. All ambiguities, discrepancies, errors, omissions, or conflicting statements in the Solicitation shall be interpreted to require the better quality or greater quantity of work and/or materials, unless otherwise directed by Addendum. Offeror assumes responsibility for any patent ambiguity in the Solicitation that Offeror does not bring to the State's attention.

IV. DEFINITIONS, ACRONYMS AND ABBREVIATIONS

The following definitions, acronyms, and abbreviations may be used within the Solicitation document.

1. **AGENCY SPECIFIC TERM CONTRACT:** A contract generally intended to cover all normal requirements for a commodity for a specified period of time based on estimated quantities for a single entity.
2. **ADDENDUM:** a document issued to supplement or modify the original Solicitation document. Addenda may be issued following a pre-bid/pre-proposal conference or as a result of a specification or work scope changes to the Solicitation.
3. **BAFO:** Best and Final Offer, submitted by a Vendor to alter its initial bid, made in response to a request by the issuing agency.
4. **BUYER:** The employee of the State or Other Eligible Entity that places an order with the Vendor.
5. **COMMUNITY COLLEGE:** Any of the fifty-eight (58) public North Carolina Community Colleges.
6. **CONTRACT:** A contract resulting from or arising out of Vendor responses to this Solicitation.

7. **CONTRACT ADMINISTRATOR:** A representative of the Agency who is responsible for the functions that are performed after all parties have signed a contract, including any modifications to the contract.
8. **CONTRACT MANAGER:** A representative of the agency or awarded vendor who ensures compliance with the contract terms and conditions while giving attention to the achievement of the stated output and outcome of the contract.
9. **ELECTRONIC VENDOR PORTAL (eVP):** System for vendors to do business with the State of North Carolina, including registering to do business, responding to bid opportunities, and certifying as a HUB and/or NCSBE.
10. **E-PROCUREMENT SERVICES:** The program, system, and associated services through which the State conducts electronic procurement.
11. **FOB-DESTINATION:** Title changes hand from Vendor to purchaser at the destination point of the shipment; Vendor owns the commodity in transit and files any claims. Vendor pays all freight and any related transportation charges. A Solicitation may request that a Vendor separately identify freight charges in its bid, but no amount or charge not included as part of the total bid price will be paid.
12. **HUB:** Historically Underutilized Business <https://ncadmin.nc.gov/businesses/hub>
13. **IFB:** Invitation for Bids (a type of Solicitation document)
14. **LOT:** A grouping of similar products within this Solicitation document.
15. **OFFER:** the bid or proposal submitted in response this Solicitation. The terms Bid and Proposal are used interchangeably with the term Offer.
16. **OFFEROR:** the single legal entity submitting the Offer. The term Bidder is used interchangeably with the term Offeror. See bidding provisions entitled Signing Your Offer and Bid/Proposal As Offer To Contract.
17. **ON-TIME DELIVERY:** The delivery of all items within a single order to the receiving point designated by the ordering entity within the delivery time required.
18. **PROCUREMENT LEAD:** Representative of the agency identified on the first page of the Solicitation document who will correspond with potential Vendors concerning Solicitation issues, will contract with the Vendor providing the best offer to the State, and is the individual who will administer the Contract for the State.
19. **QUALIFIED BID/PROPOSAL:** A responsive bid submitted by a responsible Vendor.
20. **RESPONSIBLE:** Refers to a Vendor who demonstrates in its Offer that it has the capability to perform the requirements of the Solicitation.
21. **RESPONSIVE:** Refers to an Offer that conforms to the Requirements of the Solicitation in all respects to be considered by the State for award.
22. **RFI:** Request for Information (an information gathering tool that does not result in a contract)
23. **RFP:** Request for Proposals (a type of Solicitation document)
24. **RFP:** Request for Pre-Qualifications (a type of Solicitation document)

26. **STATE:** The State of North Carolina, including any of its sub-units recognized under North Carolina law.
27. **STATE AGENCY:** Any of the more than 400 sub-units within the executive branch of the State, including its departments, institutions, boards, commissions, universities, and units of the State.
28. **STATE DEPARTMENTS:** Department of Administration, Department of Agriculture and Consumer Services, Department of Commerce, Department of Natural and Cultural Resources, Department of Environmental Quality, Department of Health and Human Services, Department of Information Technology, Department of Insurance, Department of Justice, Department of Labor, Department of Military and Veteran Affairs, Department of Public Instruction, Department of Public Safety, Department of Revenue, Department of State Treasurer, Office of the Secretary of the State, Department of Transportation, Wildlife Resources Commission, Office of Budget and Management, Office of the Governor, Office of the Lieutenant Governor, Office of The State Auditor, Office of the State Controller.
29. **VENDOR:** The supplier, bidder, proposer, company, firm, corporation, partnership, individual or other entity submitting a response to a Solicitation document. Following award of a contract, the term refers to an entity receiving such an award.
30. **WORK:** All labor, materials, equipment, services, or property of any type, provided or to be provided by the Contractor to fulfill the Contractor's obligations under the Contract.
31. **YOU and YOUR:** Offeror.

V. INTERPRETATION OF TERMS AND PHRASES

The Solicitation document serves to advise potential Vendors of the parameters of the solution being sought by the State. The use of phrases such as "shall," "must," and "requirements" are intended to create enforceable contract conditions. In determining whether bids should be evaluated or rejected, the State will take into consideration the degree to which Vendors have proposed or failed to propose solutions that will satisfy the State's needs as described in the Solicitation. Except as specifically stated in the Solicitation, no one requirement shall automatically disqualify a Vendor from consideration. However, failure to comply with any single requirement, if determined to be essential under the circumstances then existing, may result in the State exercising its discretion to reject a bid in its entirety.

VI. BID SUBMISSION

1. **VENDOR'S REPRESENTATIVE:** Each Vendor shall submit with its bid the name, address, and telephone number of the person(s) with authority to bind the Vendor and answer questions or provide clarification concerning the Vendor's bid.
2. **SIGNING YOUR OFFER:** Every Offer must be signed by an individual with actual authority to bind the Offeror.
 - a) If the Offeror is an individual, the Offer must be signed by that individual. If the Offeror is an individual doing business as a firm, the Offer must be submitted in the firm name, signed by the individual, and state that the individual is doing business as a firm.
 - b) If the Offeror is a partnership, the Offer must be submitted in the partnership name, followed by the words by its Partner, and signed by a general partner.
 - c) If the Offeror is a corporation, the Offer must be submitted in the corporate name, followed by the signature and title of the person authorized to sign.

d) An Offer may be submitted by a joint venture involving any combination of individuals, partnerships, or corporations. If the Offeror is a joint venture, the Offer must be submitted in the name of the Joint Venture and signed by every participant in the joint venture in the manner prescribed in paragraphs (a) through (c) above for each type of participant.

e) If an Offer is signed by an agent, other than as stated in subparagraphs(a)through (d) above, the Offer must state that it has been signed by an Agent. Upon request, Offeror must provide proof of the agent's authorization to bind the principal.

3. **EXECUTION:** Failure to sign the Execution Page (numbered page 1 of the Solicitation document) in the indicated space may render an Offer nonresponsive, and it may be rejected.

4. **STATE OFFICE CLOSINGS:** If an emergency or unanticipated event interrupts normal government processes so that Offers cannot be received at the State office designated for receipt of bids by the exact time specified in the Solicitation, the time specified for receipt of Offers will be deemed to be extended to the same time of day specified in the Solicitation on the first work day on which normal government processes resume. In lieu of an automatic extension, an Addendum may be issued to reschedule the bid opening. If State offices are closed at the time a pre-bid or pre-proposal conference is scheduled, an Addendum will be issued to reschedule the conference.

5. **BID IN ENGLISH and DOLLARS:** Offers submitted in response to this Solicitation shall be in the English language and in US dollars, unless otherwise permitted by the Solicitation.

6. **LATE BIDS:** Late bids, 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 delivery at the designated office by the designated time.

a) 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 that its bid has been received by this Office by the specified time and date of opening. The date and time of submission will be marked on each bid when received, and any bid received after the bid submission deadline will be rejected.

b) For proposals submitted via U.S. mail, please note that the U.S. Postal Service generally does not deliver mail to a specified street address but to the State's Mail Service Center. Vendors are cautioned that proposals sent via U.S. Mail, including Express Mail, may not be delivered by the Mail Service Center to the agency's purchasing office on the due date in time to meet the proposal deadline. All Vendors are urged to take the possibility of delay into account when submitting a proposal by U.S. Postal Service, courier, or other delivery service.

7. **DETERMINATION OF RESPONSIVENESS:** Any Offer which fails to conform to the material requirements of the Solicitation may be rejected as nonresponsive. Offers which impose conditions that modify material requirements of the Solicitation may be rejected. If a fixed price is required, an Offer will be rejected if the total possible cost to the State cannot be determined. Offerors will not be given an opportunity to correct any material nonconformity. Any deficiency resulting from a minor informality may be cured or waived at the sole discretion of the Procurement Officer.

8. **CONTENTS OF OFFER:**

a) Offers should be complete and carefully worded and should convey all of the information requested.

b) Offers should be prepared simply and economically, providing a straightforward, concise description of the Offeror's capabilities to satisfy the requirements of the Solicitation. Emphasis should be on completeness and clarity of content.

c) If Your Offer includes any comment over and above the specific information requested in the Solicitation, you are to include this information as a separate appendix to Your Offer. Offers which include either modifications to any of the Solicitation's contractual requirements or an Offeror's standard terms and conditions may be deemed non-responsive and not considered for award at the State's discretion.

9. **MULTIPLE OFFERS.** If specifically stated in the Solicitation document, Offerors may submit more than one Offer, provided that each Offer has significant differences other than price. Each separate Offer must satisfy all Solicitation requirements.

10. **CLARIFICATION:** The State may elect to communicate with You after bid opening for the purpose of clarifying either Your Offer or the requirements of the Solicitation. Such communications may be conducted only with Offerors who have submitted an Offer which obviously conforms in all material aspects to the Solicitation. Clarification of an Offer must be documented in writing and included with the Offer. Clarifications may not be used to revise an Offer or the Solicitation.

11. **ACCEPTANCE AND REJECTION:** The State reserves the right to reject any and all bids, to waive any informality in bids and, unless otherwise specified by the Vendor, to accept any item in the bid.

12. **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.

13. **INFORMATION AND DESCRIPTIVE LITERATURE:** Vendor shall furnish all information requested in the Solicitation document. Further, if required elsewhere in this bid, each Vendor shall submit with its bid any sketches, descriptive literature, and/or complete specifications covering the goods and services offered. Reference to literature submitted with a previous bid or available elsewhere will not satisfy this provision. Do not submit bid samples or descriptive literature unless expressly requested. Unsolicited bid samples or descriptive literature will not be examined or tested, will not be used to determine responsiveness, and will not be deemed to vary any of the provisions of the Solicitation. Failure to comply with these requirements shall constitute sufficient cause to reject a bid without further consideration.

14. **WITHDRAWAL OF BID OR PROPOSAL:** Proposals submitted electronically may be withdrawn at any time prior to the date for bid opening identified on the cover page of this Solicitation document (or such later date included in an Addendum). 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 Solicitation document prior to the time for opening identified on the cover page of the Solicitation document (or such later date included in an Addendum). 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 bid opening shall be allowed only for good cause shown and in the sole discretion of the Division of Purchase and Contract.

15. **COST FOR BID OR PROPOSAL PREPARATION:** Any costs incurred by Vendor in preparing or submitting Offers are the Vendor's sole responsibility.

16. **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.

17. **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 company remains responsible for providing packaging that will adequately protect the commodity and contain it for its intended use. Companies are strongly urged to bring to the attention of purchasers those products or packaging they offer which have recycled content and that are recyclable.

18. **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 transacting business in North Carolina and shall not require a Certificate of Authority to Transact Business.

19. **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 responses meet the following:

- a) If paper copies are requested, all copies of the bid are printed double sided. All submittals and copies are printed on recycled paper with a minimum post-consumer content of 30%.
- b) Unless absolutely necessary, all bids 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.
- c) 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.

20. **HISTORICALLY UNDERUTILIZED BUSINESSES (HUB):** 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.

21. **RECIPROCAL PREFERENCE:** G.S. 143-59 establishes a reciprocal preference requirement to discourage other states from favoring their own resident Vendors by applying a percentage increase to the price of any bid from a North Carolina resident Vendor. To the extent another state does so, North Carolina applies the same percentage increase to

the bid of a Vendor resident in that state. Residency is determined by a Vendor's "Principal Place of Business," defined as that principal place from which the overall trade or business of the Vendor is directed or managed.

22. **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*.

23. **VALID TAXPAYER INFORMATION:** All persons or entities desiring to do business with the State must provide correct taxpayer information on North Carolina specified forms. The Substitute W-9 and Instructions are here: https://files.nc.gov/ncosc/documents/NCAS_forms/State_of_North_Carolina_Sub_W-9_01292019.pdf

24. **VENDOR REGISTRATION AND SOLICITATION NOTIFICATION SYSTEM:** The North Carolina electronic Vendor Portal (eVP) allows Vendors to electronically register free with the State to receive electronic notification of current procurement opportunities available as well as notifications of status changes to those Solicitations. Online registration and other purchasing information is available at the following website: <https://evp.nc.gov>.

25. 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 resulting from this Solicitation document. Any Vendor with an E-Procurement Services account that is in arrears by 91 days or more at the time of bid opening may be suspended or deactivated, at the State's discretion, and may be disqualified from further evaluation or consideration.

26. **TABULATIONS:** Bid tabulations can be electronically retrieved at the Electronic Vendor Portal (eVP), <https://evp.nc.gov>. Tabulations will normally be available at this web site not later than one working day after the bid opening. If negotiation is anticipated under 01 NCAC 05B.0503, pricing may not be public until award. Lengthy or complex tabulations may be summarized, with other details not made available on eVP. Requests for additional details or information concerning such tabulations cannot be honored.

27. **CONFIDENTIAL INFORMATION:** To the extent permitted by applicable statutes and rules, the State will maintain as confidential trade secrets in bids 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 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 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 confidential, the State will notify Vendor of such action and allow Vendor to defend the confidential status of its information.

28. **COMMUNICATIONS BY VENDORS:** In submitting its bid, the Vendor agrees not to discuss or otherwise reveal the contents of its bid to any source, government or private, outside of the using or issuing agency until after the award of the Contract or cancellation of this Solicitation. 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 bids (i.e., after the public opening of the bids 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 bid 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 Solicitation. 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 Solicitation are permitted.

29. **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 Solicitation document and in formal Addenda.

30. **PROTEST PROCEDURES:** When a Vendor wishes to protest a contract awarded by the Division of Purchase and Contract or awarded by an agency when the award amount exceeds the agency's general delegation and the contract is not subject to a special delegation or exemption, 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.

When a Vendor wishes to protest a contract awarded by an agency when the award amount is less than an agency's general delegation or when the contract is subject to a special delegation or exemption the Vendor shall submit a written request to protest 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. Award notices are posted on eVP at <https://evp.nc.gov>. All protests will be handled pursuant to the North Carolina Administrative Code, 01 NCAC 05B .1519.

31. **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 Solicitation document, including any negotiated terms, (2) requirements and specifications and administration, (3) North Carolina General Terms and Conditions in North Carolina General Terms And Conditions, (4) Instructions To Vendors, (5) Pricing, and (6) Vendor's Bid.

32. **ADDENDA:** Critical updated information may be included in Addenda to the Solicitation. It is important that all Vendors bidding on the Solicitation periodically check 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 the Solicitation document and all Addenda thereto. Vendors are also responsible for obtaining and complying with all Addenda and other changes that may be issued concerning the Solicitation.

33. **ORAL EXPLANATIONS NON-BINDING:** Oral explanations or instructions will not be binding. Any information given a prospective Offeror concerning a Solicitation will be furnished promptly to all other prospective Offerors as an Addendum to the Solicitation, if that information is necessary for submitting offers or if the lack of it would be

prejudicial to other prospective Offerors. See clause herein entitled "Duty to Inquire." The State will not identify You in its answer to Your question.

34. **MAXIMUM COMPETITION:** The State seeks to permit the maximum practicable competition. Offerors are urged to advise the State, as soon as possible, regarding any aspect of this procurement, including any aspect of the Solicitation that unnecessarily or inappropriately limits full and open competition. If the State determines that any changes will be made resulting from the questions asked, then such decisions will be communicated in the form of an Addendum.

35. **FIRM OFFER:** Vendor's bid shall constitute a firm offer. By execution and delivery of a bid in response to a Solicitation, the Vendor agrees that any additional or modified terms and conditions, whether submitted purposefully or inadvertently, shall have no force or effect, and will be disregarded. Any bid that contains language that indicates the bid is non-binding or subject to further negotiation before a contractual document may be signed shall be rejected.

ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS & CONDITIONS

1. PERFORMANCE:

- a) It is anticipated that the tasks and duties undertaken by the Vendor under the contract which results from the State solicitation in this matter (Contract) shall include Services, and/or the manufacturing, furnishing, or development of goods and other tangible features or components, as deliverables.
- b) Vendor agrees to perform under the Contract in at least the same or similar manner provided to comparable users and customers. The State shall notify the Vendor of any defects or deficiencies in performance or failure of deliverables to conform to the standards and specifications provided in this Contract. Vendor agrees to timely remedy defective performance or any nonconforming deliverables on its own or upon such notice provided by the State.
- c) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under and during this Agreement and in confidence as further provided for herein or by law.
- d) Vendor or its suppliers, as specified and agreed in the Contract, shall provide support assistance to the State related to all Services performed or other deliverables procured hereunder during the State's normal business hours. Vendor warrants that its support, customer service, and assistance will be performed at a minimum in accordance with generally accepted and applicable industry standards.
- e) The State may document and take into account in awarding or renewing future procurement contracts the general reputation, performance, and performance capabilities of the Vendor under this Contract as provided by G.S. 143-52 and 143-135.9 (a) and (b) (Best Value).

2. DEFAULT AND TERMINATION.

- a) In the event of default by the Vendor, the State may, as provided by NC law, procure goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. See, G.S. 25-2-712. In addition, and in the event of default by the Vendor under the Contract, or upon the Vendor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Vendor, the State may immediately cease doing business with the Vendor, terminate the Contract for cause, and take action to recover relevant damages, and if permitted by applicable law, debar the Vendor from doing future business with the State. 01 NCAC 05B.1520.
- b) Liquidated damages for not completing the work within 150 calendar days for reconstruction projects, 60 calendar days for MHU replacement projects, 30 calendar days for demolition projects, and 30 calendar days for rehabilitation projects with a scope <\$50,000, 60 calendar days for rehabilitation projects with a scope >\$50,000 and <\$100,00, 90 calendar days for rehabilitation projects with a scope >\$100,000 and <\$150,000, 120 calendar days for rehabilitation projects with a scope >\$150,000 commencing on the date specified in written Notice to Proceed, including all officially approved extensions thereto, are to be One Hundred Dollars and No/100 (\$100.00) PER DAY, per individually assigned Project. The Contractor may be liable for liquidated damages in the amount of One Hundred Dollars and No/100 (\$100.00) PER DAY, per affected Project, if Contractor fails to complete the work within the contracted period. If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, including, without limitation, in these North Carolina General Terms and Conditions, the State shall have the right to impose liquidated damages per affected Project as described herein, issue a Stop Work Order requiring Vendor to immediately Stop Work on any or all of Vendor's Projects, demand return of expended funds, and/or terminate the Contract by giving at least five days written notice to the Vendor and specifying the effective date thereof. In the event of a Stop Work Order or a Contract termination, any or all finished or unfinished deliverables that are prepared by the Vendor under the Contract shall, at the option of the

State, become the property of the State until such time as the State can identify another Vendor to complete the work (and shall include any applicable Vendor license and permits to the extent necessary for the State to use such property), and the Vendor may be entitled to receive just and equitable compensation for any acceptable deliverable completed (or partially completed at the State's sole discretion) as to which such option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of the Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State, if failing to receive proper performance or provision of goods deliverables, or if documented Vendor Services performance issues exist, under this Contract, may make a claim upon the Vendor's surety. G.S. 143-52(a); 01 NCAC 05B.1521; G.S. 25-2-609. If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract for convenience at any time by providing 30 days' notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this Contract shall, at the option of the State, become its property, and under any applicable Vendor license and permits to the extent necessary for the State to use such property. If the Contract is terminated by the State for convenience, the State shall pay for those items or Services for which such option is exercised, less any payment or compensation previously made.

- c) The State may terminate this Contract, and any Scope of Work/Task Order assigned under this Contract, immediately upon discovery of the Vendor's commission of fraud.
- d) This Contract may be terminated at any time by mutual agreement of the State and the Vendor, to be effective upon a date agreed to by the State and the Vendor.
- e) If funds for the project become unavailable for any reason, including without limitation, a change in state or federal laws, the State shall have the right to terminate this Contract, and any Scope of Work/Task Order assigned thereto, after giving Vendor written notice of termination at least 5 calendar days in advance of the termination date. The notice of termination shall contain the effective termination date of this Contract. Upon notice, the Vendor shall not expend any funds without the State's express written authorization.
- f) The Vendor acknowledges and agrees that the rights and remedies of the State as set forth herein and elsewhere in this Contract are not exclusive and are in addition to any other rights and remedies provided by law.

3. INTERPRETATION, CONFLICT OF TERMS.

- a) The definitions in the Instructions to Vendors in the relevant solicitation for this Contract, and in 01 NCAC 05A.0112 are specifically incorporated herein.
- b) If federal funds are involved in the transactions under this Contract, the Vendor shall comply with all applicable state and federal requirements and laws, except where State requirements are more restrictive. See the additional federal requirements included in the "Federal Funds Provisions" section below.
- c) "Purchasing Agency" herein is as defined in 01 NCAC 05A.0112, except that if this Contract has been entered into by the NC Department of Administration, Division of Purchase and Contract (P&C) as indicated in the Contract (e.g., a State Term Contract), then P&C will then be a Purchasing Agency for the purposes herein and in the Federal Funds Provisions, below.
- d) Contracts made in contravention of General Statutes, Chapter 143, Article 3 and the Rules in 05 NCAC Chapter 5, are void. G.S. 143-58.
- e) In cases of conflict between specific provisions in this Contract and any other referenced documents, the Order of Precedence shall be (high to low) (1) any special terms and conditions specific to this Contract, including any negotiated terms; (2) requirements, specifications and administrative terms; (3) these

NORTH CAROLINA GENERAL TERMS AND CONDITIONS, including the Federal Funds Provisions; (4) Definitions and other provisions in INSTRUCTIONS TO VENDORS in this solicitation, which is specifically incorporated in this Contract; (5) PRICING, and (6) Vendor's Bid, to the extent specifically and mutually incorporated into this Contract.

- f) In the event of conflict of terms between applicable provisions of the Federal Funds Provisions and the other provisions of these North Carolina General Contract Terms and Conditions, the more restrictive provision will govern.

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

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

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

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

7. SITUS AND GOVERNING LAWS:

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

8. NON-DISCRIMINATION COMPLIANCE:

- a) The Vendor will take affirmative action in complying with all State requirements and laws concerning fair employment and employment of people with disabilities, and concerning the treatment of all employees

without regard to discrimination by reason of race, color, religion, sex, national origin or disability or rights, such as preserved by Governor Roy Cooper Order E.O. 24 or 25, and will take necessary action to ensure that its internal employee policies and procedures are consistent with Executive Order #82 (Roy Cooper, December 6, 2018), which extends workplace protections and accommodations to pregnant employees.

- b) Federal Law, such as the following, applies as provided for therein: 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); and Section 109 of the Housing and Community Development Act of 1974, as amended.

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

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

10. **CONDITION AND PACKAGING:** Unless otherwise expressly provided by special terms and conditions or specifications in the Contract or by express, specific federal law or rule, it is understood and agreed that any item offered or shipped has not been sold or used for any purpose, is newly manufactured, and shall be in first class condition. All containers/packaging shall be suitable for handling, storage or shipment.

11. **INTELLECTUAL PROPERTY WARRANTY AND INDEMNITY:** Vendor shall hold and save the State, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, resulting from infringement of the rights of any third party in any Services or copyrighted material, patented or patent-pending invention, article, device or appliance delivered in connection with the Contract.

- a) Vendor warrants to the best of its knowledge that:

- i) Performance under the Contract does not infringe upon any intellectual property rights of any third party; and
 - ii) There are no actual or threatened actions arising from, or alleged under, any intellectual property rights of any third party;
- b) Should any deliverables supplied by Vendor become the subject of a claim of infringement of a patent, copyright, trademark or a trade secret in the United States, the Vendor, shall at its option and expense, either procure for the State the right to continue using the deliverables, or replace or modify the same to become non-infringing. If neither of these options can reasonably be taken in Vendor's judgment, or if further use shall be prevented by injunction, the Vendor agrees to cease provision of any affected deliverables and refund any sums the State has paid Vendor for such deliverables and make every reasonable effort to assist the State in procuring substitute deliverables. If, in the sole opinion of the State, the cessation of use by the State of any such deliverables due to infringement issues makes the retention of other items acquired from the Vendor under this Agreement impractical, the State shall then have the

option of terminating the Agreement, or applicable portions thereof, without penalty or termination charge; and Vendor agrees to refund any sums the State paid for unused Services or other deliverables.

- c) The Vendor, at its own expense, shall defend any action brought against the State to the extent that such action is based upon a claim that the deliverables supplied by the Vendor, their use or operation, infringe on a patent, copyright, trademark or violate a trade secret in the United States. The Vendor shall pay those costs and damages finally awarded or agreed in a settlement against the State in any such action. Such defense and payment shall be conditioned on the following:
 - i) That the Vendor shall be notified within a reasonable time in writing by the State of any such claim; and
 - ii) That the Vendor shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise provided, however, that the State shall have the option to participate in such action at its own expense.
- d) Vendor will not be required to defend or indemnify the State to the extent any claim by a third party against the State for infringement or misappropriation results solely from the State's material alteration of any Vendor-branded deliverables or Services, or from the continued use of the Services or other deliverables after receiving written notice from the Vendor of the claimed infringement.

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

13. ACCESS TO PERSONS AND RECORDS:

- a) During, and after the term hereof during the relevant period required for retention of records by State law (G.S. 121-5, 132-1 *et seq.*, typically five years), the State Auditor and any Purchasing Agency's internal auditors shall have access to persons and records related to the Contract to verify accounts and data affecting fees or performance under the Contract, as provided in G.S. 143-49(9). However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of such retention of records period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the record retentions period, whichever is later.
- b) The following entities may audit the records of this contract during and after the term of the contract to verify accounts and data affecting fees or performance:
 - i. The State Auditor.
 - ii. The internal auditors of the affected department, agency or institution.
 - iii. The Joint Legislative Commission on Governmental Operations and legislative employees whose primary responsibility is to provide professional or administrative services to the Commission.
- c) The Joint Legislative Commission on Governmental Operations has the authority to:
 - i. Study the efficiency, economy and effectiveness of any non-State entity receiving public funds.
 - ii. Evaluate the implementation of public policies, as articulated by enacted law, administrative rule, executive order, policy, or local ordinance, by any non-State entity receiving public funds.
 - iii. Investigate possible instances of misfeasance, malfeasance, nonfeasance, mismanagement, waste, abuse, or illegal conduct by officers and employees of a non-State entity receiving, directly or indirectly, public funds, as it relates to the officer's or employee's responsibilities regarding the receipt of public funds.
 - iv. Receive reports as required by law or as requested by the Commission.

v. Access and review

1. Any documents or records related to any contract awarded by a State agency, including the documents and records of the contractor, that the Commission determines will assist in verifying accounts or will contain data affecting fees or performance; and
 2. Any records related to any subcontract of a contract awarded by a State agency that is utilized to fulfill the contract, including, but not limited to (i) records related to the drafting and approval of the subcontract, and (ii) documents and records of the contractor or subcontractor that the Commission determines will assist in verifying accounts or will contain data affecting fees or performance.
- d) The Joint Legislative Commission on Governmental Operations has the power to:
- i. Compel access to any document or system of records held by a non-State entity receiving, directly or indirectly, public funds, to the extent the documents relate to the receipt, purpose or implementation of a program or service paid for with public funds.
 - ii. Compel attendance of any officer or employee of any non-State entity receiving public funds, provided the officer or employee is responsible for implementing a program or providing a service paid for with public funds.
- e) Unless prohibited by federal law, the Commission and Commission staff in the discharge of their duties under this Article shall be provided access to any building or facility owned or leased by a non-State entity receiving public funds provided (i) the building or facility is used to implement a program or provide a service paid for with public funds and (ii) the access is reasonably related to the receipt, purpose, or implementation of a program or service paid for with public funds.
- f) Any confidential information obtained by the Commission shall remain confidential and is not a public record as defined in G.S. 132-1.
- g) Any document or information obtained or produced by Commission staff in furtherance of staff's duties to the Commission is confidential and is not a public record as defined in G.S. 132-1.
- h) A person who conceals, falsifies, or refuses to provide to the Commission any document, information, or access to any building or facility as required by this Article with the intent to mislead, impede, or interfere with the Commission's discharge of its duties under this Article shall be guilty of a Class 2 misdemeanor.

14. ASSIGNMENT OR DELEGATION OF DUTIES.

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

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

1. Potential for damage to State property or property of a third party,

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

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

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

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

1. **For Small Purchases** as defined under North Carolina Administrative Code 01 NCAC 05A.0112 (35) and 05B.0301 (1), the minimum applicable insurance requirements for Worker's Compensation and Automobile Liability will apply as required by North Carolina law. The Purchasing Agency may require Commercial General Liability coverage consistent with the assessed risks involved in the procurement.
2. **For Contracts valued in excess of the Small Purchase threshold, but up to \$1,000,000.00 the following limits shall apply:**
 - i. **Worker's Compensation** - The Vendor shall provide and maintain Worker's Compensation Insurance, as may be required by the laws of North Carolina, as well as employer's liability coverage, with minimum limits of \$250,000.00, covering all of Vendor's employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.
 - ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$500,000.00 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
 - iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$250,000 bodily injury and property damage; \$250,000 uninsured/under insured motorist; and \$2,500 medical payment.
3. **For Contracts valued in excess of \$1,000,000 the following limits shall apply:**
 - i. **Worker's Compensation** - The Vendor shall provide and maintain Worker's Compensation Insurance, as may be required by the laws of North Carolina, as well as employer's liability

coverage, with minimum limits of \$500,000, covering all of Vendor's employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.

- ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$1,000,000 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
- iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$500,000 bodily injury and property damage; \$500,000 uninsured/under insured motorist; and \$5,000 medical payment.

16. GENERAL INDEMNITY:

- a) The Vendor shall indemnify, defend and hold and save the State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, Services, materials, or supplies in connection with the performance of the Contract, and also from any and all claims and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Vendor in the performance of the Contract that are attributable to the negligence or intentionally tortious acts of the Vendor, provided that the Vendor is notified in writing within 30 days from the date that the State has knowledge of such claims.
- b) The Vendor, at its own expense shall defend any action brought against the State, under this section. 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.
- c) 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.
- d) As part of this provision for indemnity, if federal funds are involved in this procurement, the Vendor warrants that it will comply with all relevant and applicable federal requirements and laws, and will indemnify, defend and hold and save the State harmless from any claims or losses resulting to the State from the Vendor's noncompliance with such federal requirements or law in the performance of this Contract. The representations and warranties in the preceding two sentences shall survive the termination or expiration of the Contract.
- e) The State does not participate in indemnification due to Constitutional restrictions, or arbitration, which effectively and unacceptably waives jury trial. See, G.S. 22B-3, -10.

17. ELECTRONIC PROCUREMENT:

- a) Purchasing shall be conducted through the Statewide E-Procurement Service. The State's third-party agent shall serve as the Supplier Manager for this E-Procurement Service. The Vendor shall register for the Statewide E-Procurement Service within two (2) business days of notification of award in order to receive an electronic purchase order resulting from award of this Contract.
- b) RESERVED. The Supplier Manager will capture an order from a State approved user, including the shipping and payment information, and submit the order in accordance with E-Procurement Service procedures. 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.

- c) Vendor shall at all times maintain the confidentiality of its username and password for the Statewide E-Procurement Services. Vendor shall be responsible for all activity and all charges by its agents or employees. Vendor agrees not to permit a third party to use its E-Procurement Services account. If there is a breach of security through the Vendor's account, Vendor shall immediately change its password and notify the Supplier Manager of the security breach by email. Vendor shall cooperate with the State and the Supplier Manager to mitigate and correct any security breach.

18. SUBCONTRACTING: The Vendor may subcontract the performance of required Services under the Contract. Upon request, Vendor shall identify its subcontractors to the State; identify any financial interest it has in any subcontractor to the State; and/or provide the State with complete copies of any agreements made by and between Vendor and any subcontractors. The Vendor remains solely responsible for the performance of its subcontractors. Subcontractors shall adhere to all applicable requirements, terms, and conditions set forth in this Contract and the subsequent Scope of Work/Task Order. It may be required as a condition of award that an authorized officer or agent of a subcontractor sign a statement to the effect that the subcontractor has read, and will agree to abide by, Vendor's obligations under any contract awarded pursuant to this Solicitation. Any contracts made by the Vendor with a subcontractor shall include an affirmative statement that the State is an intended third party beneficiary of the Agreement; that the subcontractor has no agreement with the State; and that the State shall be indemnified by the Vendor for any claim presented by the subcontractor. Notwithstanding any other term herein, Vendor shall timely exercise its contractual remedies against any non-performing subcontractor and, when appropriate, substitute another subcontractor. **CONFIDENTIALITY:** Vendor information that cannot be shown to be, e.g., a trade secret, may be subject to public disclosure under the terms of the State Public Records Act (SPRA), beginning at G.S. 132.1. Blanket assertions of confidentiality are not favored, but confidentiality of specific material meeting one or more exceptions in the SPRA will be honored. Vendors are notified that if the confidentiality of material is challenged by other parties, the Vendor has the responsibility of defending the assertion of confidentiality. G.S. 143-52(a).

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

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

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

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

- 21. ENTIRE AGREEMENT:** The Contract (including any documents mutually incorporated specifically therein) resulting from a relevant solicitation represents the entire agreement between the parties and supersedes all prior oral or written statements or agreements. All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the Contract expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.
- 22. ELECTRONIC RECORDS:** The State will digitize all Vendor responses to the relevant solicitation, if not received electronically, as well as any awarded Contract together with associated procurement-related documents. These electronic copies shall constitute a preservation record and shall serve as the official record of this procurement with the same force and effect as the original written documents comprising such record. Any official electronic copy, printout or other output readable by sight shown to reflect such record accurately shall constitute an "original."
- 23. AMENDMENTS:** This Contract may be amended only by a written amendment duly executed by the State and the Vendor.
- 24. NO WAIVER:** Notwithstanding any other language or provision in the Contract or in any Vendor-supplied material, nothing herein is intended nor shall be interpreted as a waiver of any right or remedy otherwise available to the State under applicable law. The waiver by the State of any right or remedy on any one occasion or instance shall not constitute or be interpreted as a waiver of that or any other right or remedy on any other occasion or instance.
- 25. FORCE MAJEURE:** Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations as a result of events beyond its reasonable control, including, without limitation, fire, power failures, any act of war, hostile foreign action, nuclear explosion, riot, strikes or failures or refusals to perform under subcontracts, civil insurrection, earthquake, hurricane, tornado, other catastrophic epidemic or pandemic, natural event or Act of God.
- 26. 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.

27. FEDERAL FUNDS PROVISIONS

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

Any links to websites not maintained by the State are provided as a courtesy. The State does not warrant or guarantee the accuracy of the hyperlink or the information contained therein.

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

- c) **Remedies and Termination**, For purposes of this section the State Remedies and Termination provisions above apply as written.
- d) **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708).**

Compliance with the Contract Work Hours and Safety Standards Act.

1. *Overtime requirements.* No Vendor or subcontractor contracting for any part of the Contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
2. *Violation; liability for unpaid wages; liquidated damages.* In the event of any violation of the clause set forth in 29 C.F.R. §5.5(b)(1) the Vendor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such Vendor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in 29 C.F.R. §5.5(b)(1), in the sum of \$33 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in 29 C.F.R. §5.5(b)(1).
3. *Withholding for unpaid wages and liquidated damages.* The Purchasing Agency shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Vendor or subcontractor under any such contract or any other Federal contract with the same prime Vendor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Vendor, such sums as may be determined to be necessary to satisfy any liabilities of such Vendor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in 29 C.F.R. §5.5(b)(2).
4. *SubContracts.* The Vendor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of 29 C.F.R. §5.5 and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Vendor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in 29 C.F.R. §5.5(b)(2) through (4).

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

Clean Air Act

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

Federal Water Pollution Control Act

1. The Vendor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
2. The Vendor agrees to report each violation to the Purchasing Agency and understands and agrees that the Purchasing Agency will, in turn, report each violation as required to assure notification to the federal

agency providing funds hereunder, and the appropriate Environmental Protection Agency Regional Office.

3. The Vendor agrees that these requirements will be included in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

f) Debarment and Suspension.

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

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

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

Required Certification. Vendors must sign and submit to the Purchasing Agency the certification attached hereto as Attachment F and, if applicable, complete the disclosure form in Attachment G. See the latest version of "Certification for Contracts, Grants, Loans, and Cooperative Agreements" found at <https://ncadmin.nc.gov/documents/vendor-forms>.

h) Procurement of Recovered Materials.

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

3. The Vendor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.”
- i) **Access to Records.** In addition to the North Carolina General Contract Terms & Conditions section entitled “ACCESS TO PERSONS AND RECORDS” included in this Contract, the following access to records requirements apply to this Contract:
 1. The Vendor agrees to provide the Purchasing Agency, the Administrator of the federal agency providing funds hereunder, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Vendor which are directly pertinent to this Contract for the purposes of making audits, examinations, excerpts, and transcriptions.
 2. The Vendor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
 3. The Vendor agrees to provide the Administrator of the federal agency providing funds hereunder or his authorized representative access to construction or other work sites pertaining to the work being completed under the Contract.
 4. In compliance with the Disaster Recovery Act of 2018, the Purchasing Agency and the Vendor acknowledge and agree that no language in this Contract is intended to prohibit audits or internal reviews by the Administrator of the federal agency providing funds hereunder or the Comptroller General of the United States.
- j) **Modifications to Contract.** Modifications to the Contract are governed by the North Carolina General Contract Terms & Conditions section above entitled “AMENDMENTS,” except as approval and signature by any federal official may also be required.
- k) **Records Retention.** All records required to be kept on the project shall be maintained for at least eight (8) 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 eight (8) 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 eight (8) year period, whichever is later.
- l) **Energy Efficiency.** All participants in the projects funded hereby shall recognize mandatory standards and policies relating to energy efficiency, which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (PL 94-163).
- m) **Program Fraud and False or Fraudulent Statements or Related Acts.** Vendor acknowledges that 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) applies to its actions pertaining to the Contract.
- n) **No Obligation by Federal Government.** The Federal Government is not a party to this Contract and is not subject to any obligations or liabilities to the non-Federal entity, Vendor, or any other party pertaining to any matter resulting from the Contract.
- o) **Compliance with Federal Law, Regulations, and Executive Orders.** This is an acknowledgement that federal financial assistance will be used to fund all or a portion of the Contract. The Vendor will comply with all applicable Federal law, regulations, executive orders, the policies of the federal agency(ies) providing funding, procedures, and directives.
- p) **Federal Seals, Logos, and Flags.** In addition to the prohibitions of the North Carolina General Contract Terms & Conditions section above entitled “ADVERTISING,” the Vendor shall not use the seal(s), logos, crests, or reproductions of flags of a federal agency providing funding herein, or likenesses of federal agency officials without specific pre-approval of the relevant federal agency.
- q) **System for Awards Management.** Vendor shall be responsible to ensure that it has checked the federal

System for Awards Management (SAM) <https://www.sam.gov/SAM> and the State Debarred Vendors Listing, <https://ncadmin.nc.gov/documents/nc-debarred-vendors> to verify that Contractors or sub-Recipients have not been suspended or debarred from doing business with federal or State government.

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

The Contractor shall comply with the provisions of Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 USC 1701u, and implementing its regulations at 24 CFR Part 75, as expressed below:

1. The work to be performed under this contract is subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended by the Housing and Community Development Act of 1992 (Section 3). The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by Section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing.
2. The parties to this contract agree to comply with HUD's regulations in 24 CFR Part 75, which implement Section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the part 75 regulations.
3. The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this Section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the Section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.
4. The contractor agrees to include this Section 3 clause in every subcontract subject to compliance with regulations in 24 CFR Part 75, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this Section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR Part 75. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR Part 75.
5. The contractor will certify that any vacant employment positions, including training positions that are filled (1) after the contractor is selected by before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 75 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR part 75.
6. Noncompliance with HUD's regulations in 24 CFR part 75 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.
7. 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. Section 7(b) requires that to the greatest extent feasible (i) preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian-owned Economic Enterprises. Parties to this contract that are subject to the provisions of Section 3 and Section 7(b) agree to comply with Section 3 to the maximum extent feasible, but not in derogation of compliance with Section 7(b).

- s) **Non-Discrimination.** Vendor will comply with all Federal statutes relating to non-discrimination. These include but are not limited to:
1. Title VI of the Civil Rights Act of 1964 (42 U.S.C 2000(d)) and implementing regulations (24 CFR part 1), which provide that no person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or otherwise be subject to discrimination under any program or activity that receives Federal financial assistance.
 2. Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), as amended, and implementing regulations at 24 CFR part 8, the American Disabilities Act (42 U.S.C. §§ 12101 et.seq.), and implementing regulations at 28 CFR part 35 or 36, as applicable, and the Age Discrimination Act of 1975 (42 U.S.C. §§ 6101-6107) as amended, and implementing regulations at 24 CFR part 146, which together provide that no person in the United States shall, on the grounds of disability or age, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity that receives Federal financial assistance.
 3. The Fair Housing Act (42 U.S.C. 3601- 19), as amended, and the implementing regulations at 24 CFR part 100, which prohibit discrimination in housing on the basis of race, color, religion sex (including gender identity and sexual orientation), disability, familial status, or national origin and will affirmatively further fair housing, will apply.
 4. Title IX of the Education Amendments of 1972, as amended (20 USC §§ 1681 – 1683, and 1685-1686), which prohibits discrimination on the basis of sex.
 5. The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended relating to nondiscrimination on the basis of drug abuse.
 6. The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism.
 7. §§ 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C §§ 290 dd-3 and 290 ee 3), as amended, relating to confidentiality of alcohol and drug abuse patient records.
 8. Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental, or financing of housing.
 9. Any other applicable Federal nondiscrimination requirements, including those listed at 24 CFR §§ 5.105(a) and 5.106 as applicable.
- t) **URA.** The acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (42 U.S.C. 4601) and implementing regulations at 49 CFR part 24 and, as applicable, Section 104(d) of the Housing and Community Development Act of 1974 (42 U.S.C. 5304(d)) and implementing regulations at 24 CFR part 42, subpart A, will apply.
- u) **National Environmental Policy Act.** The environmental requirements of the National Environmental Policy Act (42 U.S.C. 4321 et.seq.) and related Federal authorities prior to the commitment or expenditure of funds for property will apply.
- v) **Plans, supervision, and reports.** Vendor will comply with HUD requirements with regard to the drafting, reviewing and approval of construction plans and specifications. Vendor will provide and maintain competent and adequate engineering supervision at the construction site to ensure that the complete work conforms with the approved plans and specifications and will furnish progressive reports and such other information as may be required by HUD or the State.
- w) **Davis-Bacon Act.** Vendor will comply with the David-Bacon Act, as amended (40 U.S.C. 3141-3148), if required by the federal program legislation, in Construction contracts involving an excess of \$2000, and

subject to any other federal program limitations, all laborers and mechanics must be paid at a rate not less than those determined by the Secretary of Labor to be the prevailing wages. These wage rates are a federally mandated minimum only, and will be superseded by any State or local requirement mandating higher wage rates. Vendor also agrees to comply with Department of Labor Regulations pursuant to the Davis-Bacon Act found in 29 CFR Parts 1, 3, 5 and 7 which enforce statutory labor standards provisions. Wage determinations are available at <https://sam.gov/wage-determinations>.

- x) **Lead Based Paint.** Vendor will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§ 4801 et seq.), which prohibits the use of lead-based paint in construction or rehabilitation of residence structures, and HUD's lead based paint regulations at 24 CFR Part 35.
- y) **Copeland Act.** Vendor will comply, as applicable, with the Copeland Act (40 U.S.C. §§ 276c and 18 U.S.C. §874).
- z) **Environmental.** Vendor will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91- 190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
- aa) **Wild and Scenic Rivers Act of 1968.** Vendor will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
- bb) **Preservation.** Vendor will assist HUD and the State in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq).
- cc) **Audits.** Vendor will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and 2 CFR Part 200 Subpart F Audit Requirements.

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:

2. Describe the corporate structure and location of corporate employees and activities of the Vendor, its affiliates or any other sub-Contractors that will perform work outside the U.S.:

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

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

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

ATTACHMENT E: 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

ATTACHMENT F: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal Contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal Contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal Contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and Contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Vendor, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Vendor's Authorized Official

Name and Title of Vendor's Authorized Official

Date

ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES

The Disclosure of Lobbying Activities form, is located at <https://www.doa.nc.gov/pandc/onlineforms/pc-omb-standard-form-III-72020-pdf/open>. If applicable, download and attach the completed form with Vendor's response to this Solicitation.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 1	
Client Name:	
Program:	
Brief Description of Services Rendered:	

Example 2	
Client Name:	
Program:	
Brief Description of Services Rendered:	

Example 3	
Client Name:	
Program:	
Brief Description of Services Rendered:	

OFFER CHECKLIST

Vendors shall be deemed non-responsive and their offer not considered for any one of the following:

- Late Offer
- Failure to submit all required Financial Information (see Section 4.11)
- Failure to sign the offer
- Failure to submit pricing
- Engaging in prohibited communications (see Section 3.2)

Offer Checklist:

1. Signed Offer. Submit the complete RFP, not just the signature page.
2. Signed Addenda, if any.
3. Statement of Qualifications (see Section 2.7), including a title page, table of contents, narrative response, resumes and bios, and examples of prior work (Attachment H).
4. Financial Documentation (see Section 4.11).
5. Attachment A: Task Order Categories. Identify categories for which you are bidding and the corresponding pricing.
6. Attachment D: Location of Workers Utilized by Vendor.
7. Attachment E: HUB Supplemental Vendor Information.
8. Signed Attachment F: Certification for Contracts, Grants, Loans, and Cooperative Agreements.
9. Signed Attachment G, if applicable: Disclosure of Lobbying Activities (OMB Standard Form LLL)
10. Attachment H: Experience.
11. Redacted version of the proposal labeled with the word REDACTED in document name (see Section 2.6).
12. List of Errata and Exceptions, if any (see Section 2.3).

*Please review Section 3.4, Evaluation Criteria, to ensure all criteria have been addressed in your proposal.

This Offer Checklist is provided as a courtesy, but the Vendor is solely responsible for ensuring all requested and required information is submitted.



FINANCIAL INFORMATION

- Financial Stability and Solvency

- AECOM 10-K 2024

- AECOM 10-K 2023

- AECOM 10-K 2022

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894



AECOM 10-K 2024

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894



AECOM 10-K 2023

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894



AECOM 10-K 2022

Staff Augmentation-CDBG-Disaster Recovery Expert Administrative Support

Proposal Number: Doc1677946894

