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Contract Award

Contract Number:	**Doc1677946894**
Contract Description:	**Staff Augmentation**
Vendor:	**H2bravo**

Task Order Categories Awarded:

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

TASK 2 – Financial Compliance, Oversight, and Fraud Prevention

TASK 5 – Claims, Appeals, and Case Reviews

TASK 8 – Program Performance Monitoring and Evaluation

TASK 10 – Audit Readiness and Monitoring Support

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

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

TASK 16 – Technical Systems Specification & Project Management

Docusign Envelope ID: 1884E0EB-8F38-4582-B5D0-322689329CD8

STATE OF NORTH CAROLINA
Division of Community Revitalization (DCR)

Refer *ALL* 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: H2Bravo, LLC		
STREET ADDRESS: 1509 Highland Road, Suite 100	P.O. BOX:	ZIP: 70808
CITY & STATE & ZIP: Baton Rouge, LA 70808	TELEPHONE NUMBER: 225.279.9411 (Direct) 225.614.1852 (Cell)	TOLL FREE TEL. NO:
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR: Kyndal Bruce, Managing Partner & CEO		FAX NUMBER:
VENDOR'S AUTHORIZED SIGNATURE: [redacted]	DATE: 08.25.25	EMAIL: Kyndal@H2Bravo.com

Docusign Envelope ID: 1884E0EB-8F38-4582-B5D0-322689329CD8

Proposal Number: Doc1677946894 *Vendor:* H2Bravo, LLC

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 Signed by: [redacted] ct awarded this 19th day of December, 2025, as indicated on the attached certification, by [redacted] **(Authorized Representative of Department of Commerce).**

Docusign Envelope ID: 1884E0EB-8F38-4582-B5D0-322689329CD8

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):	H2Bravo, LLC
Authorized Signature:	[redacted]
Name and Title:	Kyndal Bruce, Managing Partner
Date:	12.06.2025

Vendor: H2Bravo, LLC

Attachment A: Task Order Categories & Pricing

Title	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
Task 1: Development of Policies, Procedures, and Standard Operating Procedures (SOPs)			
Policy & Program Design Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Monitoring/Compliance & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Policy Specialist	$ 160.00	$ 160.00	$ 160.00
Financial Controls & Systems Integration Specialist	$ 160.00	$ 160.00	$ 160.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 2: Financial Compliance, Oversight and Fraud Prevention			
Monitoring/Compliance & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Sr. Financial Management & DRGR Reporting Expert	$ 175.00	$ 175.00	$ 175.00
Program Controls - Financial & Data Specialists	$ 160.00	$ 160.00	$ 160.00
Monitoring Design & Audit Response Specialist	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 5: Claims, Appeals, and Case Reviews			
Policy Development & Case Management Oversight Lead	$ 175.00	$ 175.00	$ 175.00
Policy & Program Design Lead	$ 190.00	$ 190.00	$ 190.00
Program Controls - Financial & Data Specialists	$ 160.00	$ 160.00	$ 160.00
Construction Appeals & Exceptions Specialist	$ 160.00	$ 160.00	$ 160.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 8: Program Performance Monitoring and Evaluation			
Lead Program Performance Monitor	$ 175.00	$ 175.00	$ 175.00
Performance Metrics & Systems Integration Specialist	$ 160.00	$ 160.00	$ 160.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Compliance Monitoring and Oversight	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00

Vendor: H2Bravo, LLC

Attachment A: Task Order Categories & Pricing

Title	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
Administration	$ 75.00	$ 75.00	$ 75.00
Task 10: Audit Readiness and Monitoring Support			
Closeout & Audit Readiness System Design Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Monitoring & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Readiness Tools & Training Specialist	$ 165.00	$ 165.00	$ 165.00
Monitoring Design & Audit Response Specialist	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 11: Technical and Engineering Support for Infrastructure and Housing Projects			
Program Construction Inspection & Contractor Oversight Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Technical Support Lead - Construction	$ 160.00	$ 160.00	$ 160.00
Inspections & Cost Estimating Specialist	$ 155.00	$ 155.00	$ 155.00
Monitoring & Quality Assurance Specialists	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 13: Relocation Program (URA and TRA) Development and Compliance Support			
Policy & Program Design Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Advisor - Relocation Compliance Specialist	$ 175.00	$ 175.00	$ 175.00
Monitoring & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Construction Oversight Specialist	$ 160.00	$ 160.00	$ 160.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 16: Technical Systems Specification and Project Management			
Closeout System Design Specialist & Operations Lead	$ 190.00	$ 190.00	$ 190.00
Data Analysis & Workflow Design Specialist	$ 160.00	$ 160.00	$ 160.00
Project Management & Systems Integrations Specialist	$ 175.00	$ 175.00	$ 175.00
Monitoring/Compliance & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00

Vendor: H2Bravo, LLC

Attachment A: Task Order Categories & Pricing

Title	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
Administration	$ 75.00	$ 75.00	$ 75.00

H2BRAVO

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

REQUEST FOR PROPOSALS #: DOC1677946894



SEPTEMBER 11, 2025

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1

COVER LETTER

H2BRAVO

Angie Dunaway
DCR Procurement Director
North Carolina Department of Commerce, Division
of Community Revitalization
301 North Wilmington Street
Raleigh, NC 27601-1058

August 29, 2025

Re: Proposal for Staff Augmentation and Program Support Services under the Community Development Block Grant – Disaster Recovery Program

Dear Ms. Dunaway,

On behalf of H2Bravo, I am pleased to submit our proposal to provide staff augmentation and program support services for the State's Community Development Block Grant – Disaster Recovery (CDBG-DR) program. As a North Carolina-certified Historically Underutilized Business (HUB) and a woman-owned small business, we bring both the local commitment and the national expertise necessary to ensure successful program delivery.

H2Bravo has supported some of the largest and most complex disaster recovery housing programs in the nation, including New York City's Build it Back program, the Texas General Land Office's housing recovery initiatives, and Louisiana's Hurricane Ida Disaster Case Management Program. In each case, our team delivered results that were both fast and federally compliant, with policies and systems that have since become models for other grantees nationwide.

For this engagement, I will serve as H2Bravo's designated non-billable Project Manager. In this role, I will be responsible for overall contract performance, coordination with the State, and ensuring that all H2Bravo staff and partners operate to the highest standards of accountability and compliance. Our organizational structure, combined with our deep bench of subject matter experts, ensures we can scale to meet the State's needs while maintaining close oversight of quality and performance.

We recognize the critical importance of staff augmentation and how it is more than filling positions. H2Bravo provides personnel who strengthen systems, reduce risk, and accelerate delivery. Our proposal outlines a task-by-task approach that demonstrates how we will bring value to the State by combining policy expertise, financial oversight, technical systems innovation, and proven field experience.

Thank you for the opportunity to submit this proposal. We look forward to partnering with the State to deliver housing recovery programs that are compliant, efficient, and effective for North Carolina communities.

Sincerely,



Kyndal Bruce
Managing Partner
H2Bravo, LLC
225.614.1852
kyndal@h2bravo.com



2
TITLE PAGE

H2BRAVO

H2BRAVO, LLC

1509 Highland Road
Suite 100
Baton Rouge, LA 70802

225.614.1852

Authorized Representative: Kyndal Bruce, Managing Parter

RFP NUMBER: DOC1677946894

H2Bravo LLC has reviewed the requirements of this solicitation and affirms that neither the company nor any of its key personnel has any actual or potential conflicts of interest related to the North Carolina Department of Commerce, the Division of Community Revitalization, or this procurement.



3

COMPLETE RFP AND SIGNED ADDENDA

H2BRAVO

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

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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**

H2Bravo would like to perform work on the following tasks: 1,2,5,8,10,11,13,16

Vendor: H2Bravo, LLC

Attachment A: Task Order Categories & Pricing

Title	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
Task 1: Development of Policies, Procedures, and Standard Operating Procedures (SOPs)			
Policy & Program Design Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Monitoring/Compliance & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Policy Specialist	$ 160.00	$ 160.00	$ 160.00
Financial Controls & Systems Integration Specialist	$ 160.00	$ 160.00	$ 160.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 2: Financial Compliance, Oversight and Fraud Prevention			
Monitoring/Compliance & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Sr. Financial Management & DRGR Reporting Expert	$ 175.00	$ 175.00	$ 175.00
Program Controls - Financial & Data Specialists	$ 160.00	$ 160.00	$ 160.00
Monitoring Design & Audit Response Specialist	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 5: Claims, Appeals, and Case Reviews			
Policy Development & Case Management Oversight Lead	$ 175.00	$ 175.00	$ 175.00
Policy & Program Design Lead	$ 190.00	$ 190.00	$ 190.00
Program Controls - Financial & Data Specialists	$ 160.00	$ 160.00	$ 160.00
Construction Appeals & Exceptions Specialist	$ 160.00	$ 160.00	$ 160.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00

Vendor: H2Bravo, LLC

Attachment A: Task Order Categories & Pricing

Title	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
Task 8: Program Performance Monitoring and Evaluation			
Lead Program Performance Monitor	$ 175.00	$ 175.00	$ 175.00
Performance Metrics & Systems Integration Specialist	$ 160.00	$ 160.00	$ 160.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Compliance Monitoring and Oversight	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 10: Audit Readiness and Monitoring Support			
Closeout & Audit Readiness System Design Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Monitoring & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Readiness Tools & Training Specialist	$ 165.00	$ 165.00	$ 165.00
Monitoring Design & Audit Response Specialist	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 11: Technical and Engineering Support for Infrastructure and Housing Projects			
Program Construction Inspection & Contractor Oversight Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Technical Support Lead - Construction	$ 160.00	$ 160.00	$ 160.00
Inspections & Cost Estimating Specialist	$ 155.00	$ 155.00	$ 155.00
Monitoring & Quality Assurance Specialists	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00

Vendor: H2Bravo, LLC

Attachment A: Task Order Categories & Pricing

Title	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
Task 13: Relocation Program (URA and TRA) Development and Compliance Support			
Policy & Program Design Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Advisor - Relocation Compliance Specialist	$ 175.00	$ 175.00	$ 175.00
Monitoring & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Construction Oversight Specialist	$ 160.00	$ 160.00	$ 160.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 16: Technical Systems Specification and Project Management			
Closeout System Design Specialist & Operations Lead	$ 190.00	$ 190.00	$ 190.00
Data Analysis & Workflow Design Specialist	$ 160.00	$ 160.00	$ 160.00
Project Management & Systems Integrations Specialist	$ 175.00	$ 175.00	$ 175.00
Monitoring/Compliance & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00

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 is 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 maybe 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 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:

1. North Carolina
2. Louisiana
3. Texas

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**

North Carolina
Department of Administration
Office for Historically Underutilized Businesses

Pamela B. Cashwell
Secretary

Alicia Lyon
Interim Director

4/8/2025

Kyndal Bruce

Certification Number: HUB-4023747
H2bravo, LLC (Female Owned)
1509 Highland Road, Suite 100
Baton Rouge, Louisiana 70802

Dear Kyndal Bruce:

The Office for Historically Underutilized Businesses (HUB Office) is pleased to inform you that your company is now certified as a Historically Underutilized Business. Your firm is listed in the Statewide Uniform Certification (SWUC) Program database. This HUB certification remains in effect for a duration of 4 years.

You must notify the HUB Office in writing within 30 days of any changes affecting your compliance with SWUC Program eligibility requirements, including changes in ownership, day-to-day management and operational control. Failure to notify the HUB Office of these changes or reapply for certification in a timely manner may cause your HUB Certification to be revoked. In addition, please be advised your status may be changed if there is a 3rd party challenge granted against your firm. The link to the HUB Office 3rd party challenge form can be located at https://files.nc.gov/ncdoa/documents/ThirdpartyEligibilityChallengerev080811.pdf . All information submitted to the Office for Historically Underutilized Business is subject to audit and review.

The HUB Office collaborates with local Minority/Women/Small Business (M/W/SBE) Offices who offer assistance to certified HUB firms with identifying contract opportunities with state and local government. Many of these offices also offer assistance with business development. Please visit our website at https://ncadmin.nc.gov/businesses/historically-underutilized-businesses-hub to locate the local office near you.

It is important to note that although your status as a certified HUB firm greatly improves your access to state and local government contracts, this certification does not guarantee contract awards. Your ability to research opportunities and bid competitively will be important to your success in this program. We are committed to assisting you through the process. We provide ongoing assistance to help you navigate state government contracting along with Business Development and Supportive Services to assist you in developing strategies to meet your business goals and objectives.

Thank you for your interest and participation in the SWUC Program as a Historically Underutilized Business firm with the State of North Carolina.

Sincerely,

[redacted]

Alicia Lyon
Interim
Director

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, H2Bravo, LLC, 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.

[redacted]

Signature of Vendor's Authorized Official

Kyndal Bruce, Managing Partner & CEO

Name and Title of Vendor's Authorized Official

08.25.25

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-lll-72020-pdf/open. If applicable, download and attach the completed form with Vendor's response to this Solicitation.

H2Bravo has no lobbying activities to disclose.



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:	New York City Mayor's Office of Housing Recovery (HRO)
Program:	Build It Back Program Closeout
Brief Description of Services Rendered:	**(January 2023 – July 2025):** H2Bravo served as the prime contractor providing program management and closeout services for New York City's Build It Back Program, funded by HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) following Hurricane Sandy. The engagement focused on completing the closeout of the single-family reconstruction, repair, and reimbursement components. H2Bravo designed and deployed the database used by the City to manage the closeout effort, giving HRO a centralized system for tracking compliance and resolving outstanding case issues. Using this platform, the team conducted comprehensive file reviews, performed risk assessments to identify cases requiring deeper analysis, and established standardized protocols to ensure every file met HUD compliance requirements. Our staff carried out detailed closeout reviews across thousands of projects, addressing missing documentation, verifying financial records, and preparing compliance narratives for complex cases. The team linked tens of thousands of individual expenditures to HUD draws and contractor payments, creating a transparent audit trail that stands up to federal oversight. This effort ensured that New York City's $2.2 billion recovery program concluded with a fully documented, compliant, and auditable record. The Build It Back Closeout project was one of the nation's largest CDBG-DR closeout undertakings, and H2Bravo's leadership was instrumental in safeguarding federal funds, supporting the City's final reporting to HUD, and closing the program successfully.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 2	
Client Name:	U.S. Department of Housing and Urban Development (HUD)
Program:	Technical Assistance to CDBG-DR and CDBG-MIT Grantees
Brief Description of Services Rendered:	**(2019 – Present):** H2Bravo served as a subcontractor to a national HUD Technical Assistance (TA) vendor, providing targeted support to state and local governments administering Community Development Block Grant – Disaster Recovery (CDBG-DR) and Community Development Block Grant – Mitigation (CDBG-MIT) programs. Through this engagement, our team delivered subject matter expertise, training, and hands-on technical assistance to grantees managing billions in federal disaster recovery allocations. Our responsibilities included drafting and refining program policies and procedures, advising on compliance requirements, and helping grantees translate HUD guidance into operationally workable housing, infrastructure, and mitigation programs. In California, H2Bravo assisted the Department of Housing and Community Development (HCD) with CDBG-DR program design following catastrophic wildfires. Our team developed guidance to address some of the unique situations that the state encountered involving mobile homes, duplication of benefits issues relating to fire insurance, and issues relating to contractor capacity and contractor procurement. In San Marcos, Texas, H2Bravo supported the City's CDBG-DR housing recovery programs after major floods. We provided guidance on homeowner reimbursement and reconstruction models, designed intake and eligibility procedures, and helped implement compliance documentation standards that allowed a smaller jurisdiction to deliver recovery programs effectively. In Alaska, H2Bravo provided technical assistance to grantees addressing recovery from earthquake impacts. We supported program design and compliance strategies for housing and infrastructure activities, ensuring alignment with both HUD and state requirements in a geographically dispersed and logistically challenging environment. Through these engagements, H2Bravo strengthened the capacity of diverse grantees across the nation to operate federally compliant recovery and mitigation programs. Our contributions as a HUD TA subcontractor advanced HUD's mission to ensure that disaster recovery resources were delivered efficiently and with strong accountability for federal funds.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 3	
Client Name:	Texas General Land Office (GLO)
Program:	Hurricane Harvey Homeowner Assistance Program (HAP) – City of Houston
Brief Description of Services Rendered:	**(November 2020 – Present)** H2Bravo served as subcontractor providing construction management and inspection services for the State-Run Homeowner Assistance Program (HAP) in Houston following Hurricane Harvey. The program was funded by HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) allocation and designed to repair, reconstruct, or elevate storm-damaged homes. Our role included overseeing initial damage assessments and feasibility reviews, developing scopes of work, and coordinating with contractors to resolve construction issues. H2Bravo deployed inspectors to perform construction progress inspections, confirm completion milestones, and review contractor invoices to ensure compliance with federal requirements and to support payment processing. Quality assurance and quality control overlays were applied at each step to maintain compliance with HUD and GLO policies. Through this effort, H2Bravo contributed to the completion of thousands of homeowner projects. Our work helped Houston residents return to safe, resilient housing while ensuring that program expenditures remained compliant and audit ready.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 4	
Client Name:	Texas General Land Office (GLO)
Program:	Hurricane Harvey Homeowner Assistance Program (HAP) – Harris County
Brief Description of Services Rendered:	**(November 2020 – Present)** H2Bravo also supported the State-Run Homeowner Assistance Program (HAP) in Harris County, Texas, as a subcontractor leading inspection and construction management efforts. Like the Houston program, Harris County's effort was funded by HUD CDBG-DR resources and aimed to restore and improve storm-damaged housing stock through repair and reconstruction assistance. H2Bravo provided end-to-end construction management services, including damage assessments, feasibility reviews, and development of scopes of work. Our team performed construction inspections throughout the build process, monitored contractor performance, and reviewed invoices for accuracy and compliance before approval for payment. These services were reinforced by quality assurance and quality control processes to mitigate compliance risks and safeguard federal funds. The Harris County HAP, supported by H2Bravo, achieved major production milestones with hundreds of homes repaired or reconstructed. By maintaining a consistent production rate and resolving construction and documentation issues in real time, H2Bravo played a critical role in delivering assistance efficiently and ensuring that families could safely return to their homes.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 5	
Client Name:	Texas General Land Office (GLO)
Program:	Resilient Communities Program (RCP) and Local Hazard Mitigation Plans Program (LHMPP)
Brief Description of Services Rendered:	**(July 2021 – January 2024):** H2Bravo served as a subcontractor supporting the Texas General Land Office's (GLO) $150 million Resilient Communities Program and Local Hazard Mitigation Plans Program, both funded by HUD's Community Development Block Grant – Mitigation (CDBG-MIT). These programs were designed to strengthen community resilience, address long-term vulnerabilities, and reduce the impacts of future disasters across Texas. H2Bravo provided subject matter expertise during program design and rollout, contributing to the development of policies, procedures, and compliance frameworks that governed both programs. Our team supported the creation of standardized review processes for subrecipient applications, ensuring local governments submitted projects that aligned with HUD and FEMA requirements and advanced community resilience goals. In the Resilient Communities Program, H2Bravo's work enabled municipalities and counties to access funding for critical infrastructure projects, including stormwater drainage improvements, flood control systems, and protective barriers. In the Local Hazard Mitigation Plans Program, our staff assisted local governments in developing and updating FEMA-approved hazard mitigation plans, maintaining their eligibility for future federal disaster assistance and positioning them to access billions in post-disaster resources. Through detailed application reviews, direct technical assistance to subrecipients, and close coordination with ICF and GLO staff, H2Bravo helped ensure that dozens of Texas communities were able to secure mitigation funding, advance hazard mitigation planning, and implement infrastructure solutions that reduce long-term disaster risks

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 6	
Client Name:	New York City Mayor's Office of Housing Recovery (HRO)
Program:	Build It Back Program
Brief Description of Services Rendered:	**(March 2013 – December 2022):** H2Bravo served as a prime contractor to New York City's Mayor's Office of Housing Recovery for the Build It Back Program, funded by HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) following Hurricane Sandy. With a total allocation of $2.2 billion, Build It Back became one of the largest and most complex CDBG-DR housing recovery programs in the nation, offering assistance through homeowner reimbursement, repair, elevation, reconstruction, buyout, acquisition, and relocation services. H2Bravo played a central role in program design, financial management, and construction management. The team provided subject matter expertise in drafting policies and procedures, including program manuals for the single-family and multifamily programs, Uniform Relocation Act compliance, Temporary Relocation Assistance, and acquisition and buyout activities. H2Bravo supported multiple City agencies, including the Mayor's Office of Housing Recovery Operations, the Department of Housing Preservation and Development, and the Department of Design and Construction, in establishing frameworks that ensured compliance with HUD regulations while maintaining operational efficiency. Our financial management responsibilities included budget development, invoice reviews, audit support, and preparation of HUD draw packages. By implementing rigorous financial controls, H2Bravo safeguarded billions in federal funds while maintaining a consistent flow of resources to contractors and homeowners. On the construction side, H2Bravo deployed managers to support New York City's first design-build program, a unique initiative where three large construction management firms were engaged to accelerate repairs and reconstruction across thousands of homes. Our construction managers helped establish the procedures that guided this unprecedented delivery model and oversaw hundreds of individual projects through completion in dense urban neighborhoods with logistical and design challenges rarely encountered in disaster recovery programs. H2Bravo also led key innovations that became national models. Working with both the City and the State of New York, we developed the first HUD-funded homeowner reimbursement program in the country. This model replaced the inefficient review of tens of thousands of receipts with standardized onsite assessments of completed repairs, reducing administrative costs by millions, expediting payments to homeowners facing foreclosure, and ensuring reimbursement amounts were based on consistent, defensible pricing. The program also advanced long-term resiliency through initiatives such as the Resilient Edgemere Community Plan and targeted recovery projects in Sheepshead Bay Courts and Broad Channel, where H2Bravo coordinated complex home elevation and reconstruction efforts. Through these efforts, H2Bravo helped more than 20,000 households return to safe, resilient housing, established closeout protocols later cited by HUD as best practice, and delivered one of the nation's most ambitious housing recovery programs to a compliant and auditable conclusion.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 7	
Client Name:	Texas General Land Office (GLO)
Program:	Hurricane Harvey Homeowner Reimbursement Program (HRP)
Brief Description of Services Rendered:	**(December 2018 – July 2021)** H2Bravo served as a subcontractor to Workforce Group in supporting the Texas General Land Office's (GLO) $100 million Hurricane Harvey Homeowner Reimbursement Program, funded by HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR). The program was launched to provide financial relief to homeowners who had used personal funds to repair their homes following Hurricane Harvey, reimbursing eligible expenses and helping families recover financially while ensuring compliance with modern building standards and floodplain management rules. H2Bravo contributed program management, financial oversight, policy development, and compliance expertise throughout the program's lifecycle. Our team helped design policies and procedures for intake, eligibility determinations, and environmental reviews, ensuring that the program met HUD requirements and aligned with the GLO's broader recovery strategy. We supported application processing, performed quality control reviews to confirm accuracy and compliance, and developed closeout procedures to ensure each file could withstand audit scrutiny. The team also assisted with outreach, working to inform thousands of Texas homeowners of the program's availability and guiding applicants through complex documentation requirements. H2Bravo's quality assurance measures reduced error rates and appeals while ensuring timely reimbursement. The program successfully reimbursed thousands of homeowners across the state, delivering critical financial relief to families while protecting the integrity of federal funds. H2Bravo's leadership in financial management and compliance oversight helped the GLO and Workforce Group administer one of the first large-scale homeowner reimbursement programs in Texas, setting a precedent for future recovery programs nationwide.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 8	
Client Name:	Texas General Land Office (GLO)
Program:	Texas Back in Business Program
Brief Description of Services Rendered:	**(2019 – 2022)** H2Bravo, acting as a subcontractor to the State's program management vendor, supported the Texas General Land Office's (GLO) Texas Back in Business Program, a HUD CDBG-DR funded initiative created after Hurricane Harvey to provide economic redevelopment assistance to small businesses damaged by the storm. When the program experienced early challenges in delivering funds to applicants, the GLO engaged H2Bravo to assist the prime vendor with stabilizing operations and improving performance. H2Bravo began by conducting a comprehensive assessment of the program, identifying weaknesses, bottlenecks, and compliance risks that were preventing timely disbursement. Based on this review, we recommended a series of operational improvements, including strengthened policies and procedures and the adoption of a production management system to track workflow and ensure accountability. When the GLO reassigned the program to a new vendor, H2Bravo partnered with the incoming team to design and deploy a comprehensive program management system and implement the revised policies and procedures. This transformation turned the program around: the Texas Back in Business Program ultimately disbursed $89 million to 574 small businesses, supporting the creation or retention of 1,843 jobs in communities impacted by Hurricane Harvey. H2Bravo's leadership in program assessment, system design, and policy development enabled the State of Texas to convert a struggling initiative into a successful economic recovery program, ensuring compliance with HUD requirements while delivering meaningful assistance to small businesses across the disaster area.

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.

NC DEPARTMENT of COMMERCE
COMMUNITY REVITALIZATION

Josh Stein
GOVERNOR

Lee Lilley
SECRETARY

Stephanie McGarrah
DEPUTY SECRETARY

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:

1. **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.

2. **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-

			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 *and* a hard copy, or is electronic submission alone sufficient?	Electronic submission alone is sufficient.

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, "*Bid tabulations can be electronically retrieved at the Electronic Vendor Portal (eVP), https://evp.nc.gov".*
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

	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.

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.

		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.

		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.

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.

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

		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.

		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.

		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.

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, "*The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs.*"
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)

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.

		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

		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.

		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.)	eProcurement Sourcing, Section **5.1 VENDOR OFFER**, is where to upload the complete and signed **UNREDACTED** offer. The entire offer should be one (1) pdf file. eProcurement Sourcing, Section **5.3 VENDOR OFFER (REDACTED)**, is where to upload the REDACTED offer.
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?	eProcurement Sourcing, Section **5.2 ATTACHMENT A: PRICING** is where to upload pricing in Excel format. Do not password protect the Excel Price file. 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. Attachment A (RFP page 26) **TASK ORDER CATEGORIES** the vendor should return in pdf 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).
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.

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/directed-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.

		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. DEFAULT AND TERMINATION, 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.

142	Attachment B, VI. BID SUBMISSION, 22. INELIGIBLE VENDORS 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. INELIGIBLE VENDORS 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.

		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	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? • 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.

	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.

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 *level* of the review. However, different project reviews at the *same level* 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	The section requests technical assistance "including but not limited to civil rights, fair housing, labor standards, and historic preservation." 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. 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?	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, "*The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs.*"

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 actived, 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,

	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.

			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

		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

		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.

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: H2Bravo, LLC

AUTHORIZED SIGNATURE: [redacted]

NAME and TITLE (Print or Typed): Kyndal Bruce, Managing Partner/CEO

DATE: 09/08/25



4

NARRATIVE RESPONSE

H2BRAVO

A. ORGANIZATIONAL HISTORY

H2Bravo is a woman-owned small business and North Carolina HUB that specializes in the design and delivery of disaster recovery housing programs funded by HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) and other related federal resources. Our company mission is to pair compliance discipline with operational efficiency, enabling states and local governments to deliver housing recovery programs that are both timely and federally sound.

H2Bravo's origins trace back to 2008, when members of our leadership team were assisting the State of Mississippi with recovery from Hurricane Katrina. At that time, federally funded disaster housing programs were still new, and our team helped grantees design many of the protocols that have since become industry standards. These included the use of Xactimate for damage assessments, standardized pricing for construction, contractor assignment models instead of one-off bids, and scope reduction strategies for households facing duplication of benefits gaps.

In 2010, the core group that would later form H2Bravo began work in Texas with the Southeast Texas Regional Planning Commission after Hurricane Ike. By 2012, our team was supporting the Texas General Land Office (GLO) as it assumed management of the State's CDBG-DR portfolio. We helped design construction contractor procurements, create contractor assignment methodologies, and launch Round 2 housing recovery programs in Southeast Texas, Galveston, and the Lower Rio Grande Valley.

H2Bravo was formally established in 2013 and immediately engaged in recovery programs following Hurricane Sandy. In New York City, New York State, and New Jersey, we brought lessons and experience from Texas and Mississippi to some of the most complex urban housing environments in the country. Our staff worked with HUD and local grantees to design the nation's first homeowner reimbursement programs, pioneer approaches for elevating attached row homes, and manage logistics for the simultaneous elevation and reconstruction of entire neighborhoods. We also helped New York City create redevelopment strategies for high-risk, low-income communities, balancing resilience with affordability in one of the most expensive housing markets in the country.

H2BRAVO KEY STAFF IMPLEMENTATION EXPERIENCE

18	Total disaster recovery and mitigation programs in Texas
15	Projects with the GLO as a prime contractor or subcontractor
36	CDBG or FEMA-funded disaster recovery, planning, or mitigation programs nationwide
19	CDBG-DR funded homeowner recovery programs
8	CDBG-DR funded rental programs

Our work expanded again in 2016 when Louisiana's Governor's Office of Homeland Security and Emergency Preparedness engaged our team to design and deliver the United States' first FEMA-funded temporary repair for sheltering program. In only 90 days, we helped the State return 10,627 homes

to habitable condition following the devastating floods — a milestone that set a new model for rapid sheltering solutions.

In Texas, after Hurricane Harvey in 2017, H2Bravo was selected to execute the Partial Repair and Essential Power for Sheltering (PREPS) program. At peak operations, our team managed more than 2,500 construction workers in the field, completing up to 250 homes per day. In eight months, PREPS returned 16,000 families to safe housing. Building on this success, in 2020 we supported the GLO in launching Texas's first Homeowner Reimbursement Program, leveraging our Sandy experience to implement a program that reimbursed 2,962 families nearly $86 million in out-of-pocket repair costs in record time. We also performed eligibility reviews, environmental reviews, and compliance support that ensured HUD standards were met.

In parallel, H2Bravo worked with the GLO on the Texas Back in Business economic recovery program, where our team helped reset the program's systems and processes, ultimately enabling the award of $89 million to 574 businesses and supporting 1,843 jobs.

More recently, H2Bravo has implemented the Texas General Land Office's housing recovery programs in the City of Houston and Harris County, serving as construction manager. In this role, we streamlined contractor processes and developed strategies to manage recovery in a dense urban environment with unique permitting and construction challenges.

Across these programs, H2Bravo has demonstrated both rapid surge capacity and sustained expertise. We have managed day-to-day execution for thousands of applicants, overseen inspections and contractor assignments at scale, and designed systems and policies that HUD and FEMA have recognized as best practices.

Today, H2Bravo is recognized nationally for developing policy manuals, SOPs, and system designs that balance compliance with speed. The policy manual format authored by our leadership for New York City's Build it Back has since been adopted by other grantees as a national model. We have led monitoring and audit divisions, designed financial oversight and fraud prevention protocols, and provided relocation expertise under both the Uniform Relocation Act and Temporary Relocation Assistance.

Technology continues to be a defining strength. Our leadership helped pioneer process-driven recovery systems as early as 2008, embedding compliance into workflows rather than layering it on afterward. Since then, we have advanced action-oriented systems that guide staff to the next step, provide real-time dashboards for leadership, and flag compliance risks proactively. Today, we are continuing to be an industry pioneer by integrating AI-based tools into recovery platforms to enhance accuracy, reduce workload, and accelerate delivery.

H2Bravo delivers staff augmentation that combines surge staffing with deep subject matter expertise. We do more than fill positions — we strengthen systems, reduce risk, and accelerate results. Our record of innovation and performance, built across more than a decade of disaster recovery programs, makes us a trusted partner for states and cities managing the complexity of federally funded housing recovery initiatives.

B. EXPERIENCE

COMMUNITY DEVELOPMENT BLOCK GRANT – DISASTER RECOVERY (CDBG-DR) AND CDBG-MIT PROGRAMS

H2Bravo has led or supported some of the most complex housing recovery programs in the country since 2013. Our work spans program design, policy development, financial oversight, monitoring, technical systems, relocation, and inspection support. In each program, we combined surge staffing capacity with subject matter expertise to deliver outputs that were both fast and defensible under federal oversight.

- **City of Houston Housing Recovery Program (2019 – Present)**
  H2Bravo serves as construction manager for Houston's CDBG-DR program following Hurricane Harvey. Our team streamlined contractor assignment and developed strategies to accelerate housing completions in a challenging urban environment. We have overseen more than 2,700 housing repair and reconstruction projects, managing contractor performance, cost validation, and compliance with federal standards. This experience is directly aligned with technical, compliance, and construction support tasks under this RFP.
- **Harris County Housing Recovery Program (2019 – Present)**
  For Harris County's Harvey recovery program, H2Bravo provides program management and construction oversight services. We monitor contractor performance, review scopes of work, and validate invoices to ensure federal compliance. More than 1,600 homes have been repaired or reconstructed under this effort with H2Bravo's support. This role illustrates our ability to deploy staff augmentation capacity while maintaining compliance and audit readiness.
- **New York City Build it Back Closeout (2023 – 2025)**
  As prime contractor for the closeout of NYC's Build it Back program, H2Bravo transformed over 20,000 applicant files into structured, auditable records. We extracted documentation from the City's system of record, created standardized closeout protocols, and delivered case files that HUD commended as a national best practice. This project demonstrates our capability in audit readiness, compliance, and policy-driven file management — central to the State's requirements.
- **New York City Build it Back Program (2013 – 2022)**
  H2Bravo designed, implemented and maintained the policy and appeals framework for Build it Back, which assisted more than 20,000 households impacted by Hurricane Sandy. We authored policies and procedures across all housing activities, developed relocation programs under the Uniform Relocation Act and Temporary Relocation Assistance, and provided construction and inspection oversight. Our appeals framework delivered rapid, compliant decisions that resolved thousands of contested cases efficiently. This experience reflects the policy, relocation, compliance, and case management tasks outlined in this RFP.
- **HUD Technical Assistance (2015 – Present)**
  H2Bravo staff have provided direct technical assistance to HUD, supporting state and local grantees with policy frameworks, program guidance, and compliance strategies. This work included developing operational templates for housing programs, advising on relocation requirements, and

creating monitoring frameworks. The technical assistance portfolio demonstrates our ability to advise and augment agency capacity at the national level, directly supporting the State's need for expertise.

- **GLO Resilient Communities and Local Hazard Mitigation Plans (2019 – 2022)**
  H2Bravo supported the Texas GLO in developing local hazard mitigation and resilience planning programs under CDBG-MIT. We assisted jurisdictions in preparing mitigation plans that complied with HUD requirements while aligning with FEMA's hazard mitigation frameworks. This work required policy development, compliance oversight, and technical documentation, demonstrating our capacity to support mitigation and resilience programs under staff augmentation contracts.
- **Texas Homeowner Reimbursement Program (2019 – 2021)**
  H2Bravo supported Workforce Group in implementing the GLO's CDBG-DR funded Homeowner Reimbursement Program. We provided eligibility reviews, site-specific environmental reviews, and policy design assistance. The program reimbursed 2,962 Texas families with nearly $86 million in out-of-pocket repair costs, and it was completed in record time. This effort demonstrates our expertise in policy design, eligibility review, and compliance, which are all central to this RFP's requirements.
- **Texas Back in Business Program (2019 – 2021)**
  H2Bravo was engaged to assess and redesign the Texas Back in Business economic recovery initiative. We worked with GLO staff to develop a new recovery plan, reboot the program with a new vendor, and design a new system of record. Ultimately, $89 million in CDBG-DR funds were awarded to 574 businesses, supporting the creation or retention of 1,843 jobs. This demonstrates our ability to diagnose underperforming programs, restructure processes, and implement corrective systems aligned with federal standards.
- **New York Rising Housing Recovery Program (2013 – 2016)**
  H2Bravo supported New York State's CDBG-DR recovery effort following Hurricane Sandy. We advised on housing program design and implementation, including development of homeowner reimbursement protocols and construction oversight frameworks. This experience demonstrates our ability to operate within state agency structures while delivering policy and compliance support for large-scale recovery programs.
- **GLO Housing Recovery for Hurricanes Ike, Dolly, and Bastrop Fires (2010 – 2013)**
  H2Bravo staff assisted the Texas GLO with housing recovery programs following multiple disasters. We developed contractor procurement methods, contractor assignment methodologies, and kick-off strategies for multiple Round 2 housing programs across Southeast Texas, Galveston, and the Lower Rio Grande Valley. These efforts illustrate our foundational role in shaping many of the practices that are now standard in CDBG-DR housing recovery programs.

FEMA-FUNDED PROGRAMS

H2Bravo has also designed and delivered FEMA-funded housing and case management programs. These projects demanded rapid mobilization, surge staffing, and close coordination with state emergency management agencies, all while embedding compliance into high-volume production systems.

- **Hurricanes Helene and Milton – Section 1206 Administration and Enforcement (2024 – 2025)**
  H2Bravo provided staff augmentation to support building code administration and floodplain

management activities under FEMA Section 1206. Our work assisted local governments with code enforcement, substantial damage determinations, and floodplain management capacity. This experience demonstrates our ability to augment local staff with technical experts while ensuring compliance with FEMA's 1206 framework.

- **Hurricane Ida Disaster Case Management Program (2021 – 2023)**
  As program manager for Louisiana's DCMP, H2Bravo oversaw case management services for more than 16,000 applicants. We developed operational policies, coordinated four vendors, and managed system specifications that ensured consistency and compliance. The program provided survivors with access to federal and state assistance while meeting FEMA's strict documentation and performance requirements. This experience highlights our capacity to scale case management systems rapidly under FEMA grants.
- **Lafourche Parish Substantial Damage Assessments (2021 – 2022)**
  H2Bravo supported Lafourche Parish in conducting FEMA-funded substantial damage inspections following Hurricane Ida. Our inspectors provided determinations for hundreds of properties, allowing the parish to enforce NFIP requirements and support homeowner recovery. This demonstrates our inspection and technical surge capacity under FEMA Section 1206.

INNOVATIONS & BEST PRACTICES

- Worked with the State of Mississippi in 2010 to develop the first CDBG-DR contractor assignment methodology and standardized pricing model for its Neighborhood Home Program.
- Worked with the Southeast Texas Regional Planning Commission in 2010 to develop the first standardized home reconstruction plans that had been pre-approved for permitting.
- Worked with Sandy grantees in 2013 to develop the country's first home-owner reimbursement programs that used damage assessments to value completed repairs.
- Worked with the City of New York in 2023 to develop an application and grant closeout PMIS that HUD has recognized as a best practice.

- **Partial Repair and Essential Power for Sheltering (PREPS) – Texas (2018)**
  H2Bravo led implementation of FEMA's PREPS program after Hurricane Harvey. At peak operations, our team returned 250 homes to habitability per day, managed 2,500 field workers, and completed repairs to 16,000 homes in eight months. This program illustrates our ability to mobilize at scale, manage large contractor forces, and deliver production under FEMA-funded temporary repair programs.
- **Louisiana Shelter at Home Program (2016)**
  H2Bravo supported the design and implementation of the Shelter at Home Program following the 2016 Louisiana floods. The program returned 10,627 homes to habitable condition in just 90 days by delivering temporary repairs that allowed families to leave shelters and return home. H2Bravo helped design workflows, manage contractors, and monitor compliance, demonstrating our ability to pair speed with accountability under FEMA housing programs.

REFERENCES

Denda "Dee" Ball
Director of Quality Control
Governor's Office of Homeland Security and Emergency Preparedness
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Heather Lagrone
Senior Deputy Director
Texas General Land Office (GLO)
Heather.Lagrone.glo@recovery.texas.gov
512.475.5027

Rudy Giuliani
Executive Director
NYC Mayor's Office of Housing Recovery
RGiuliani@recovery.nyc.gov
212.615.8023

C. APPROACH

EXECUTIVE SUMMARY

H2Bravo is pleased to present this Technical Approach for staff augmentation and program support services under the State's Community Development Block Grant – Disaster Recovery program. We are a woman-owned small business with a proven record of delivering complex recovery programs at scale. Our team has led the design and execution of some of the nation's largest efforts, including New York City's Build it Back program, the Texas General Land Office's housing recovery programs, and Louisiana's Hurricane Ida Disaster Case Management Program.

Our approach rests on three principles. First, compliance must be embedded into every workflow so that programs remain audit-ready without sacrificing speed. Second, staff augmentation must deliver more than capacity; it must strengthen systems, reduce risk, and accelerate results. Third, programs must be managed with the discipline of a production system, where policies, procedures, and quality controls drive consistent outputs.

Technology is at the core of our delivery approach. Members of our team were among the first to create process-driven systems for CDBG-DR programs as early as 2008, linking intake, eligibility, construction, and financial oversight into integrated platforms. Since then, we have built action-oriented data systems that prompt staff to take the next step, reduce errors, and provide leadership with dashboards that proactively identify risks. Today, we continue to innovate by integrating large language models and AI-driven tools into disaster recovery technology, producing systems that enhance accuracy, reduce staff workload, and accelerate delivery.

H2Bravo brings subject matter experts in policy development, financial oversight, monitoring, relocation, technical systems, and construction support. Many of our professionals have served as senior leaders inside state agencies and HUD-funded programs. We combine this expertise with proven tools, workflows, and technology that have been tested in the field and recognized nationally as best practices.

PROVEN RECORD OF RAPID STARTUP

SHELTER AT HOME

Mobilized more than 250 personnel within two days of project initiation to establish call center operations, managing applicant intake, conducting damage assessments, and overseeing temporary repair efforts. A key component of the program was the rapid deployment of field teams to complete essential repairs on more than 10,600 homes within 90 days.

PARTIAL REPAIR AND ESSENTIAL POWER FOR SHELTERING (PREPS) PROGRAM

H2Bravo office was operational and had a statewide call center in place within 72 hours of notice to proceed. We mobilized more than 200 inspectors and completed over 21,000 scoping inspections and 25,000 progress and final inspections, ultimately overseeing repairs to over 16,000 homes within the program's eight-month performance period.

INTRODUCTION

The State is seeking partners to provide targeted support for CDBG-DR programs through a flexible staff augmentation model. H2Bravo will focus on the tasks where our team brings the greatest value: developing policies and standard operating procedures; strengthening financial compliance and fraud prevention; managing claims, appeals, and case reviews; monitoring program performance; ensuring audit readiness; providing technical and engineering support for single-family housing projects; designing relocation programs that comply with the Uniform Relocation Act and Temporary Relocation Assistance requirements; and defining technical system specifications and project management structures.

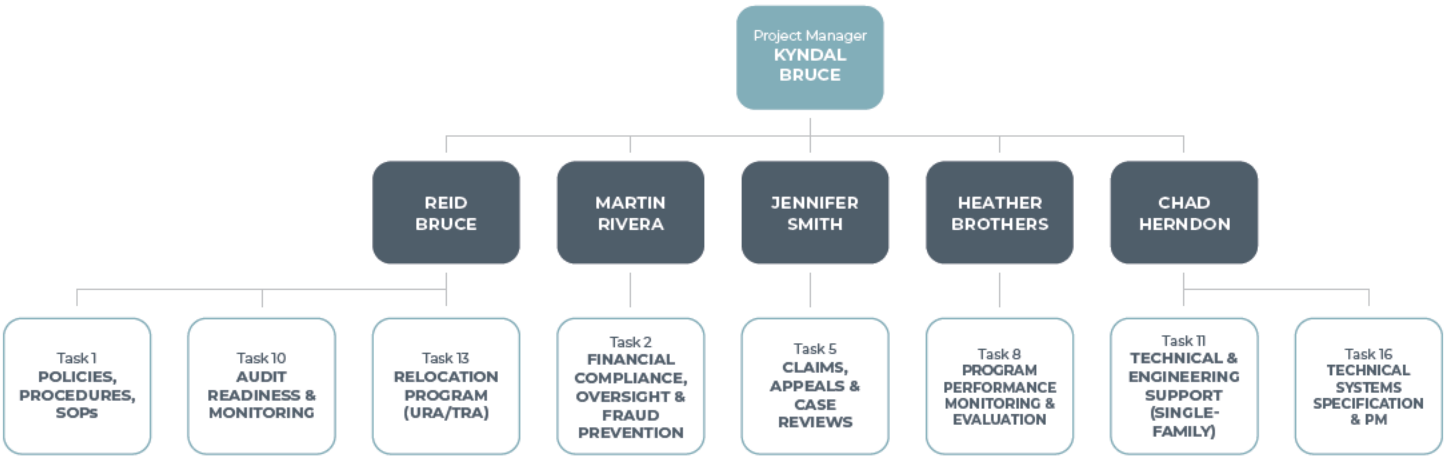
Each of these areas is critical to the success of disaster recovery programs. Weakness in any one of them can create bottlenecks, compliance risks, or audit findings that undermine the State's recovery mission. Our approach ensures that processes are clear, compliant, and practical for staff to operate at scale.

H2Bravo's strength is not only in policy and compliance but also in leveraging technology. We have led the evolution of recovery systems since 2008, when members of our team introduced the first process-driven data platforms for CDBG-DR housing programs. We design action-oriented systems that guide staff through each step, embed compliance requirements into workflows, and provide leadership with dashboards that highlight risks before they grow into problems. We are now advancing this work further by integrating AI-based tools into program systems, setting a new standard for efficiency and accountability in disaster recovery.

H2Bravo will deploy experienced personnel who have managed billions of dollars in federally funded housing programs, supported state and local agencies through complex audits, and designed systems HUD has highlighted as national best practices. The following task-by-task approach demonstrates how we will deliver value to the State by combining expertise, tested tools, and innovative technology with disciplined program management.

APPROACH TO IDENTIFYING AND ASSIGNING QUALIFIED PERSONNEL

H2Bravo will staff this contract first from our internal cadre of CDBG-DR and FEMA-experienced professionals. With our major long-term projects in Texas, New York, and Louisiana now completed, we have immediate bandwidth to dedicate senior personnel to the State's task orders. This availability ensures roles are filled quickly, expertise is continuous, and quality is maintained from the outset.



Kyndal Bruce will serve as the **non-billable Project Manager**. She is the primary point of contact for the State and is accountable for overall performance, staffing alignment, issue escalation, and reporting. Reporting to her are **task leads** with subject-matter expertise in policy, compliance, finance, monitoring, relocation, systems, and construction support. Each task lead manages the staff in their area, reviews work products, enforces file standards, and drives corrective action when needed.

For every task order, H2Bravo conducts a rapid requirements triage covering scope, deliverables, volume, timelines, and system access. A task lead is named the same day. That lead confirms role definitions, matches them to available personnel, and assigns the team. Because our core cadre is already trained and available, positions are filled without delay. As workloads expand, we add modular staff under the same lead so production scales without disruption.

TASK 1

DEVELOPMENT OF POLICIES, PROCEDURES, AND STANDARD OPERATING PROCEDURES (SOPS)

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TASK 1 – DEVELOPMENT OF POLICIES, PROCEDURES, AND STANDARD OPERATING PROCEDURES (SOPS)

Understanding of Requirements

The State requires a vendor capable of designing, updating, and maintaining a full suite of policies, procedures, and Standard Operating Procedures (SOPs) to guide Community Development Block Grant – Disaster Recovery programs. These documents must provide clear direction to staff, contractors, and partners responsible for implementing activities such as single-family housing repair and reconstruction, multifamily housing, commercial revitalization, community infrastructure and resilience projects, private roads and bridges, and small rental programs.

The policies must establish workflows that staff can execute consistently, define documentation and quality control standards, and embed compliance with federal and state requirements into daily operations. The State also expects standardized forms, checklists, and templates that reduce discretion and simplify decision-making, ensuring that eligibility determinations, benefit calculations, procurement actions, and records management are handled uniformly. Reporting obligations — including the Disaster Recovery Grants Reporting (DRGR) system, Quarterly Performance Reports, Section 3 reporting, and Fair Housing requirements — must be integrated directly into workflows rather than managed as separate tasks. Finally, written closeout procedures must guide financial reconciliation, duplication of benefits review, and final file assembly to withstand monitoring and audit scrutiny.

The challenge is not only technical accuracy but also practicality. Policies that are overly rigid or designed solely to prevent federal "clawbacks" can slow program delivery, increase costs, and frustrate applicants. Effective policies and SOPs must embed compliance while still enabling timely, predictable outcomes.

H2Bravo Approach

H2Bravo begins with a policy tree that traces every program requirement from its statutory or regulatory source to its operational implementation. This ensures that each policy, SOP, and form is grounded in governing authority — whether the CDBG statute, HUD regulations, cross-cutting federal requirements, or state and local requirements.

From this foundation, we develop detailed SOPs that translate policy into step-by-step, repeatable instructions. Each SOP identifies responsible parties, defines the required documentation, and establishes quality control gates. For example, eligibility SOPs specify the exact documents needed to verify income, ownership, and occupancy, while construction SOPs describe how scopes of work are created, validated, and assigned.

To reduce error and improve consistency, we produce templates, checklists, and forms in parallel with SOPs. These include eligibility verification checklists, duplication of benefits worksheets, procurement review forms, and standardized monitoring templates, each designed to leave a clear evidentiary record for audits.

We integrate reporting obligations into program workflows rather than adding them after the fact. For example, payment processing procedures will automatically capture Section 3 data, while closeout SOPs will include required DRGR data entry. By embedding these requirements into everyday work, reporting becomes both accurate and efficient.

Closeout procedures are drafted at program launch, not deferred until the end. We design file structures that separate draft and working documents from final records, establish reconciliation steps, and incorporate duplication of benefits and subrogation screening. This approach — proven in New York City — ensures that files remain monitoring-ready throughout the program.

Finally, we balance compliance with efficiency by applying risk-based quality control. Higher-risk activities receive more intensive review, while routine activities are streamlined, preserving program speed without sacrificing accountability.

Anticipated Deliverables

- **Program-specific policy manuals.** H2Bravo will author policy manuals tailored to each activity under the State's action plan. These manuals will cite governing authorities, define eligibility and compliance requirements, and serve as the definitive reference for staff and contractors.
- **Standard Operating Procedures (SOPs).** We will produce SOPs that convert policies into practical workflows with assigned roles, documentation standards, and quality control measures. Each SOP will provide staff with clear guidance and create a consistent, auditable record.
- **Templates, forms, and checklists.** We will create eligibility checklists, duplication of benefits worksheets, procurement review forms, and monitoring templates. These tools embed compliance into daily operations and ensure determinations are documented and defensible.
- **Reporting structures.** H2Bravo will design frameworks for DRGR, Quarterly Performance Reports, Section 3 participation, and Fair Housing compliance. By building data capture into operational workflows, these structures will ensure timely, accurate reporting without adding parallel processes.
- **Closeout procedures.** We will prepare reconciliation steps, duplication of benefits verification, subrogation protocols, and file assembly instructions. These procedures will allow every case file to close complete and defensible, giving the State confidence in its audit posture.

Key Personnel

Title	Staff
Policy & Program Design Lead	Reid Bruce Chad Herndon
Sr. Advisor - CDBG Housing Programs Advisor	Phyllis Foulds Jennifer Molinari
Monitoring/Compliance & Quality Assurance Lead	Martin Rivera Heather Brothers
Policy Specialist	Jennifer Smith Drew Sweet
Financial Controls & Systems Integration Specialist	Emily Batts Ryan Brach
Forms/Graphics Specialist	Non-Key Employee
Reporting Analyst	Non-Key Employee
Administration	Non-Key Employee

Relevant Experience

H2Bravo authored the full suite of policies and procedures for New York City's Build it Back program, covering homeowner assistance, multifamily programs, acquisition and buyout, the Uniform Relocation Act, and Temporary Relocation Assistance. These policies were implemented across the Mayor's Office of Housing Recovery Operations, the Department of Housing Preservation and Development, and the Department of Design and Construction, and have since served as a model for CDBG-DR grantees nationally.

In Houston and Harris County, our staff designed SOPs and policy documents for single-family housing programs under the Texas General Land Office, including repair, reconstruction, and reimbursement activities. In Louisiana's Hurricane Ida Disaster Case Management Program, we developed operational policies and workflows for four case management vendors, serving more than 16,000 applicants. H2Bravo has also provided direct technical assistance to HUD, creating policy frameworks and program guidance for state and local grantees nationwide.

KEY PERSONNEL RESUMES FOR TASK 1

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REID BRUCE, J.D.

Program Manager



15 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- Intake and Eligibility
- Processing
- Call Center Management
- Policy Development
- Compliance Monitoring
- Anti-Fraud, Waste, & Abuse
- Duplication of Benefits
- Federal Grant Administration
- FEMA Housing Programs
- FEMA STEP Program
- HUD Community Development Block Grant (CDBG) Programs

Education

- J.D., University of Mississippi, Oxford, MS, 2002
- B.A., Sociology, Millsaps College, Jackson, MS, 1999

Employment History

- H2Bravo, LLC, 2013-Present
- URS Corporation, 2011-2013
- Horne LLP, 2009-2011

Licenses

- Law License, Mississippi

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 15 years of program management and grant management experience with FEMA disaster recovery and HUD CDBG programs.
- Extensive experience working in many of the country's largest and most complicated post-disaster housing programs, to include FEMA assistance programs and disaster case management.
- Develops efficient and cost-effective disaster recovery programs by incorporating best practices and lessons learned from other jurisdictions.
- Contributed to processes that have become industry standards, such as HUD-accepted methods of calculating duplication of benefits and reimbursement, valuations of completed permanent repairs, construction pricing, procurement of construction contractors, and methods of ensuring effective construction contractor performance.
- Works with grantees nationwide to develop innovative processes and incorporate new technologies into disaster recovery programs.
- Practiced law and specialized in complex housing, insurance, and construction fraud litigation.

PAST AND PRESENT PROJECTS

Program Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022-Present

- Responsible for the design of the State of Louisiana's innovative disaster case management program that was created in response to Hurricane Ida.
- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources. This unified system also tracked all case manager time, firm

billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- Reid and the H2Bravo team worked extensively with GOHSEP leadership to develop unique solutions to the problems that presented themselves after Ida, such as assisting the state with transitioning survivors from travel trailers that were used as non-congregate shelters due to the Covid pandemic.

Policy Advisor, New York City (NYC) Mayor's Office of Housing Recovery Operations, Build it Back Program Closeout – H2Bravo, New York, NY 2022-Present

- Assisted the City with developing closeout policies and procedures to close out approximately $2.2B in grant funding for one of the most complex housing disaster recovery projects in the nation.
- Worked with City leadership to analyze expenditures and documentation to protect the City's federal grant funding for Hurricane Sandy.
- Assisted with the development of a closeout review and documentation system that HUD has recognized as a nationwide best practice.

Project Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – Baton Rouge, LA, 2021-2022

- Provided program management for Lafourche Parish's FEMA-PA funded program to inspect 17,000+ homes and businesses that are located in the 100-year floodplain after Hurricane Ida to determine if those structures were substantially damaged.
- Tasks included managing call center operations, developing the overall architecture for the database used for both property-owner interactions and inspections and providing overall program design services for H2Bravo's prime contractor.
- Mr. Bruce also worked directly with various stakeholders to manage and refine multiple data sets relating to property owners, and directly with the subcontractor that was tasked with performing inspections to ensure that the program was designed in a manner that facilitated performing hundreds of inspections per day to meet the client's FEMA-mandated deadlines.

Policy and Compliance Advisor, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, 2020-Present

- Worked with H2Bravo's program manager and H2Bravo's prime contractor to address many of the complex issues that are present in the City of Houston and Harris County, including the presence of hundreds of Homeowner's Associations, Civic Clubs and other entities with individualized planning and building requirements, that impacted design and construction timelines.
- Mr. Bruce also worked to develop innovative procedures that captured lessons learned and best practices in an effort to streamline program delivery while ensuring compliance with the Texas General Land Office's program guidelines and HUD requirements.

Program Manager, GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Houston, TX, 2018–2019

- Developed the policies and processes for implementation of the State of Texas' $100 million CDBG-DR–funded program to provide reimbursement to homeowners for out-of-pocket home repair expenses related to Hurricane Harvey.
- Managed the back-office H2Bravo team that was responsible for eligibility reviews, verification of benefits, duplication of benefits, reimbursement determinations, and environmental reviews.
- Helped the Texas GLO to develop more effective ways to process reimbursement applications while maintaining compliance with federal requirements, which shortened the program's overall duration by more than a year.

Program Manager, Texas GLO, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2017–2018

- Managed call center and case management operations for the PREPS Program, including the development of outreach strategies and processes that were used to contact more than 80,000 impacted applicants who were potentially eligible for PREPS assistance.
- Developed case management tools and protocols for applicant engagement and education, complaints management, and inspection scheduling.
- Developed a unique system for tracking and reporting issues that allowed applicant issues to be escalated, resolved, and communicated.
- Provided internal compliance oversight for the PREPS Program, including drafting Program standard operating guidelines and forms, and internal monitoring of compliance with program rules and FEMA regulations.

Policy Advisor, New York City (NYC) Department of Housing Preservation and Development (HPD), Hurricane Sandy Housing Acquisition Program—H2Bravo, New York, NY, 2015–2017

- Helped the NYC HPD to develop a unique and innovative acquisition for a redevelopment, buyout, and relocation incentives program that was focused on using various property purchase mechanisms to achieve long-term resilience goals in a dense urban environment.
- Developed disposition strategies and end-use methodologies that allowed for redevelopment of acquired properties and restricted redevelopment of buyout properties.
- Allowed for the responsible redevelopment of acquired properties where possible, so that future land use was not unduly restricted.
- Developed methods for providing additional grants to the owners of Sandy-impacted properties, which allowed owners to purchase new properties in NYC after selling their storm-impacted properties for either redevelopment or use as open space.
- Helped to create the Edgemere Hazard Mitigation Plan, which led to the acquisition and buyout of multiple properties in the Edgemere Urban Renewal Area.

Program Policy Manager, NYC Housing Recovery Office (HRO), CDBG Disaster Recovery—H2Bravo, New York, NY, 2013–2017

- Provided policy management and development, construction process development, HUD compliance, NEPA compliance, barrier identification and resolution, risk management, and strategic consulting for the City of New York's Housing Recovery Office.
- Provided regulatory compliance consulting services to the City of New York during the development and implementation of its CDBG-funded disaster recovery program.
- Worked closely with program leadership and staff in a dynamic and complex environment to identify and resolve complex regulatory issues involving the federal requirements inherent to CDBG-funded programs and their application within a dense urban environment.
- Helped the city's construction management teams to implement the city's unique repair and reconstruction program options.
- Overhauled the city's complex set of policies, procedures, and guidelines to allow the program to function more rapidly and cost-effectively.

Policy Manager, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, New York, NY, 2013–2014

- Provided program policy and compliance consulting, HUD compliance analysis, and construction policy analysis for New York's CDBG-funded disaster recovery program.
- Helped subrecipient staff and contractors identify and anticipate long-term construction compliance and implementation issues for NY's innovative disaster recovery program.
- Helped design and implement damage assessment processes and advised subrecipients regarding CDBG and federal cross-cutting requirements.

Program Policy Manager, National Environmental Policy Act (NEPA), Elevation, and Stafford Act Compliance, Texas GLO, Multiple Regional Programs—URS, TX, 2011–2013

- Provided planning, project development, contractor management, oversight, and issues resolution for four stand-alone subrecipient programs.
- Worked with subrecipients, fair housing advocates, the GLO, and other stakeholders to design and perform needs assessments; draft program guidelines; and design the framework for delivering single-family, owner-occupied repair and reconstruction programs; single-family rental programs; homebuyer assistance programs; and the state of Texas' innovative homeowner opportunity voluntary relocation program.
- Worked to develop and implement a unique process for assigning construction contractors, which eliminated barriers and sped the reconstruction and repair of damaged residential structures.

Program Policy Manager, Texas GLO, Round 1 Single-Family Rehabilitation and Reconstruction Program—URS, Galveston, TX, 2012–2013

- Provided project management, contractor management, oversight, and issues resolution following the Texas GLO's assumption of management responsibilities for the City of Galveston's underperforming single-family repair and reconstruction program.
- Worked with stakeholders to facilitate the smooth transition from a subrecipient administered program to a state-run program, including the development of a state administered construction contractor pool, the transfer of construction oversight responsibilities, and the takeover of hundreds of incomplete construction projects.
- Worked with state and local officials to develop revised guidelines, policies, and procedures to facilitate successful completion of the program.

H2BRAVO

CHAD HERNDON

Head of Construction Management and Chief Technology Officer



27 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- FEMA Programs
- Data Management
- Database Development
- Construction Management
- Contractor Interface
- Storm Damage Assessments
- Cost Estimating
- Feasibility Analysis
- Architectural Design
- Benefit-Cost Analysis

Education

- B.B.A., Business Administration and Marketing, Northeast Louisiana University, 1999
- U.S. Army Command and General Staff College, Ft. Leavenworth, KS, 2009

Employment History

- H2Bravo, LLC, 2013–Present
- URS Corporation, 2006–2013
- U.S. Army, 2004–2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 27 years of experience managing the development, delivery, and construction of disaster recovery programs.
- Has unique skills and knowledge of developing data management systems that are used for the case management and construction management aspects of disaster recovery programs.
- Managed over $2 billion in FEMA Sheltering and Temporary Essential Power (STEP) and CDBG Disaster Recovery (CDBG-DR) housing projects from program design through completion of construction.
- This effort included program design and guidelines that were translated into data management systems to assist with workflow and track all aspects of the project for client reporting.
- Oversaw development of a custom inspection app that was deployed to field staff and that integrated inspection findings directly into the project database.
- Retired as a Colonel in the Louisiana Army National Guard. Last assignment was Director of Strategic Plans. This involved planning all organizational strategic plans to include domestic emergency response operations. This includes close coordination with the State Office of Emergency Response as well as local representatives.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Program Construction Manager (2020 – present).

- Program construction management lead for the implementation of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for program design and leading the implementation and construction management for over $800M in repair and reconstruction of storm damaged homes.
- Key actions include damage assessments, scope of work development, builder assignments, progress, and final site inspections, pay application reviews, reporting and close-out.

Systems Development Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments—H2Bravo, Lafourche, LA, 2000–present

- Lead the development and implementation of inspection software and information management systems to support project call center and field inspection teams.
- Oversaw development of a custom inspection app that was deployed to field staff and integrated inspection findings directly into the project database.
- Oversaw development of public-facing call center software to enable the team to schedule and complete more than 18,000 inspections in a three-month period.
- Used information to help the Parish Floodplain Manager and the building department to make substantial damage estimations to support proper repair and reconstruction recovery efforts.

Construction Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2016–2017

- Served as Construction Manager for the State of Texas' $230 million emergency housing repair and sheltering initiative following the flooding from Hurricane Harvey in August 2017.
- Managed and directed a 200+ person management team and 15 construction contractors to accomplish the construction on 17,000 homes in five months.

Construction Manager, Louisiana Shelter at Home (SAH) Program—H2Bravo, Baton Rouge, LA, 2016–2017

- Managed and oversaw a 200+ person management team and nine construction contractors representing 2,200 skilled and unskilled workers to accomplish the construction on 12,000 homes in four months.

Technical Advisor, NYC Mayor's Office of Housing Recovery Operations (HRO), Build it Back Program—H2Bravo, Brooklyn, NY, 2015–2016

- Served as technical advisor to the program and construction management teams for the $268 million Build It Back/Brooklyn CDBG-DR Hurricane Sandy Housing Recovery program.
- Developed inspection standards and construction scopes of work, and supported procurements, pricing, construction inspections, and all other construction administration program functions for more than 800 flooddamaged houses in Brooklyn, NY.

Project Team Lead, NYC HRO, Build It Back Program—H2Bravo, New York, NY, 2013–2016

- Led the project team during startup of the $1.3 billion CDBG-DR Build It Back Program for Hurricane Sandy.
- Developed operational design, environmental review process, inspection standards, quality assurance (QA) process, contractor procurement, and compliance monitoring.

Project Manager, Galveston County, GLO Homeowner Assistance Programs (HAP) for Southeast Texas, the City of Galveston, the Lower Rio Grande Valley and Bastrop—H2Bravo, Galveston, TX, 2013–2016

- Served as Project Manager for compliance monitoring of a $230 million CDBG-DR housing program with more than 1,400 structures being monitored for program compliance.

Technical Advisor, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, Long Island, NY, 2013–2015

- Served as technical advisor to the Construction Manager for the $800 million CDBG-DR Hurricane Sandy housing recovery program.
- Provided expertise and assistance with design and implementation of all aspects of damage assessment, scope of work development, pricing, and design for repair, elevation, or reconstruction of more than 4,000 single-family housing projects.

Project Manager, Southeast Texas Regional Planning Commission, Hurricane Ike Housing Recovery Program—URS, Southeast TX, 2012–2013

- Served as Project Manager for $95 million single-family housing recovery program and $190 million multi-family housing recovery program.
- Responsible for overall project direction, planning, data system development, client interface, and project controls for more than 1,900 single- and multi-family housing units.
- Oversaw program management design, supervised project team, reviewed and approved program policies, conducted project set-ups and contract closings, and oversaw construction management.

Project Manager, Texas GLO, Hurricane Ike Housing Recovery Programs—URS, Austin, TX, 2009–2013

- Served as Project Manager for over $500 million in CDBG-DR grants to repair, elevate, and reconstruct houses damaged from Hurricane Ike flooding.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of more than 4,000 rehabilitation and reconstruction projects.

Project Manager, City of Galveston, Hurricane Ike Housing Construction Program—URS, Galveston, TX, 2009–2011

- Served as Project Manager for the takeover of a failed $167 million housing construction program from a previous consultant.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of rehabilitation and reconstruction projects.

Project Manager, New Orleans Charity Hospital Mitigation and Relocation—URS, New Orleans, LA, 2006–2011

- Served as key manager in securing over $500 million in FEMA funds to relocate and rebuild the medical center.
- Led project team during field assessments to record missing storm damages for all 23 buildings on LSU Medical Center campus.

H2BRAVO

PHYLLIS FOULDS

Subject Matter Expert



20 YEARS OF EXPERIENCE

Areas of Expertise

- Executive team leadership
- Extensive knowledge of the CDBG-DR Program
- Grantee Audit/Technical Assistance Engagements
- HUD and OIG Audit Resolution
- DRGR System User and Grantee Support
- Financial Management Subject Matter Expert
- Staff and grantee training and public speaking

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Successful team manager and senior staff member with over 20 years of experience in disaster recovery programs funded through the US Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) program.

- Learned disaster recovery and federal grant management from the ground up, beginning in 1998 as a local government sub-recipient of CDBG-DR funds following a devastating flood event in her rural home community. Years later, Phyllis extended her work in disaster recovery with the State of Texas in its recovery efforts following Hurricanes Katrina and Rita.

- As a State employee, Phyllis worked extensively with local government sub-recipients and HUD staff, serving as a point of contact during HUD audits and technical assistance visits.

- She also lead the team responsible for creating and managing data in HUD's Disaster Recovery Grant Reporting (DRGR) system through the "digital" DRGR Action Plan and Quarterly Progress Report (QPR) submissions. Her team was responsible for gathering and reporting financial and performance data to HUD from hundreds of local government entities and massive state-run recovery programs, while reconciling that information with State databases.

- Phyllis left the State in 2013 to join HUD as a Financial Analyst for the Community Planning and Development (CPD) Disaster Recovery Division. She advanced to become a CPD Specialist and eventually one of the original Regional Assistant Directors for the newly created Office of Disaster Recovery (ODR). Under her leadership, the Fort Worth regional team was responsible for one of the largest ODR portfolios, managing grants in HUD Regions VI and VII.

- Prior to her state and federal employment, Phyllis had over 20 years of experience in local government, serving as County Auditor for Goliad and DeWitt Counties, as well as the transportation grant accountant for the Golden Crescent Regional Planning Commission.

- Phyllis has extensive experience in developing program policies and procedures, interpreting state and federal regulations, financial management, budget, accounting, human resources and audit development and resolution.

- She is familiar with the CDBG-DR process from implementation of a special appropriation, through the grant award process, action plan development, grant implementation and oversight, to grant closeout. She has served as a subject matter expert and provided technical assistance to numerous CDBG-DR grantees in their financial management and DRGR system use and support.

PAST AND PRESENT PROJECTS

HUD – Disaster Recovery Division/Office of Disaster Recovery, 2013 – 2023

Financial Analyst, 2013 - 2015

- Participated in dozens of on-site monitoring visits, assisted in resolution of HUD and OIG grantee audits, coordinated with HUD Finance, OIG, General Council, and DRGR contractors to ensure HUD systems and grant agreements complied with federal regulations and congressional appropriation requirements.
- Served as primary point of contact for the DRGR Team and grantees in establishing P.L. 113-2 grants and developing DRGR system enhancements to comply with financing and programmatic requirements associated with that appropriation.

Community Planning and Development (CPD) Specialist, 2015 - 2019

- Served as grant manager for several CDBG-DR grants and continued to serve as a financial management subject matter expert for new Financial Analysts of the division.
- Continued to participate in HUD monitoring and TA engagements, and coordinate with other HUD offices/divisions in support of the CDBG-DR program.
- Provided technical support to HUD staff and grantee DRGR users.

Assistant Director – Fort Worth Regional Office (HUD Regions VI & VII), 2019 – 2023

- As one of the first regional assistant directors for CPD's Disaster Recovery Division, Phyllis helped develop the "regional" format for CDBG-DR and create new policies and procedures as the division evolved into the Office of Disaster Recovery (ODR).
- Supervised ten staff members who managed one ODR's largest grant portfolios in HUD Regions VI and VII – serving the Gulf Coast and Mid-Western US.

State of Texas – Disaster Recovery Programs, Texas Department of Rural Affairs (TDRA) / Texas Department of Housing and Community Affairs (TDHCA) / General Land Office (GLO, 2007 – 2013

- Phyllis joined the Texas Department of Rural Affairs (TDRA) following Hurricanes Katrina and Rita. She coordinated with local government sub-recipients of CDBG-DR funds through their contracted grant consultants.
- She performed desk audits of sub-recipient draw requests and gathered recovery progress to provide data to the State's DRGR Reporting Team. As the State of Texas received additional CDBG-DR awards, the management of those grants was reassigned to other state agencies (TDHCA and GLO).

- Phyllis transitioned to those agencies and continued to advance her career in disaster recovery. She was promoted to a management position with GLO and served as a point-of-contact with HUD staff during federal monitoring visits and audit resolution.
- She was responsible for the development and maintenance of DRGR Action Plans in support of multiple grant awards. These DRGR Action Plans included thousands of individual DRGR activities funded with billions of dollars in federal recovery funds. It was her job to ensure that each grant met the prescribed Overall Benefit requirements and adhered to funding caps and limits, as well as establishing the description, National Objective, beneficiary and performance goals for each activity.
- Her team was also responsible for submission of the QPRs for each grant award and ensuring that the reported data reconciled to the State's fiscal and programmatic records.

County Auditor, Goliad County, 2003 – 2007

- Served as chief financial officer for the county. Responsible for budget, inventory, accounts payable, risk management, human resources, financial reporting, annual audit, departmental audits and ensuring compliance with applicable State and Federal laws and regulations.
- When Phyllis was first appointed to the position, the county had a history of budgetary non-compliance, and only had a six-week year-end operating fund balance. During her tenure, the county operated within its annual budget each year and by the end of her term, had achieved a four-month year-end operating fund balance.

Transportation Grant Accountant, Golden Crescent Regional Planning Commission, 2001 – 2003

- Performed desk audits of sub-recipient draw requests from local Rural and Medical Transit Authorities and created/submitted a comprehensive draw to Texas Department of Transportation (TxDOT) to draw federal DOT and Medicare funds on behalf of those local entities.
- She also reviewed annual grant applications submitted by each entity to determine eligibility and propose grant awards to TxDOT.

County Auditor, DeWitt County, 1991 – 2001

- Served as chief financial officer for the county. Responsible for budget, inventory, accounts payable, risk management, human resources, financial reporting, annual audit, departmental audits and ensuring compliance with applicable State and Federal laws and regulations. During her tenure, she served on the Texas Association of County Auditor's Board of Directors and the County received the Government Finance Officers Association Award of Excellence for Financial Reporting each year she was in office.

Victoria County, 1983 – 1991

Audit Clerk – County Auditor's Office, 1983 - 1989

- Accounts payable, departmental audits, bank reconciliation, general accounting duties.

Chief Deputy Treasurer – County Treasurer's Office, 1989 – 1991

- General Ledger management, bank reconciliation, payroll/personnel management, development and management of chart of accounts, and general accounting duties.

H2BRAVO

JENNIFER MOLINARI

Program Management Lead

MCS
MOLINARI CONSULTING SERVICES

22 YEARS OF EXPERIENCE

Areas of Expertise

- CDBG-DR Program Design & Implementation
- Federal & State Housing Policy Expertise
- Disaster Recovery Operations & Strategic Planning
- HUD & FEMA Regulatory Compliance
- Multifamily and Single-Family Housing Program Oversight
- Public Sector Project Management

Professional Development

- P M Professional Certification Training
- HOME Certified Specialist
- Davis-Bacon
- 2 CFR Part 200

Employment History

- Molinari Consulting Services, Austin, TX (2023-2025)
- Program Manager for Housing Authority of City of Fort Myers Multifamily CDBG-DR Projects (9/2023 – Present)
- Texas General Land Office, Austin, TX (2017-2023)
- Director of CDBG-DR Housing Programs (9/2017 – 2023)
- Texas Department of Housing and Community Affairs, Austin, TX (1995-2017)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than twenty years of experience in the strategic development, administration, and oversight of multi-billion-dollar initiatives. She specializes in the Community Development Block Grant – Disaster Recovery (CDBG-DR) program, as well as the HOME Investment Partnerships Program, and has led large-scale, high-impact programs at both the state and local levels.
- Project Manager, Housing Authority of the City of Fort Myers: Currently managing multifamily housing projects funded through CDBG-DR, focusing on recovery and redevelopment efforts post-Hurricane Ian.
- Director of CDBG-DR Housing Programs, Texas General Land Office: Led administration of over $2.7 billion in housing recovery funds following Hurricane Harvey, including single-family and rental housing programs. Designed and implemented new programs from the ground up, establishing strategic plans, operational benchmarks, and compliance systems that ensured successful audits and delivery.
- Demonstrated proficiency in program implementation in the delivery of several high-profile housing recovery programs and activities, three of which had no precedence, with no major audit or compliance issues.

PAST AND PRESENT PROJECTS

Program Manager, Housing Authority of City Fort Myers CDBG-DR Projects – Molinari Consulting Services, September 2023 – Present

- Manage multifamily housing redevelopment projects funded through CDBG-DR, supporting long-term disaster recovery and affordable housing initiatives.
- Coordinate with stakeholders and contractors to ensure timely delivery of federally funded housing projects within compliance and budget parameters.
- Provide subject matter expertise on HUD regulations, project controls, and reporting requirements tied to CDBG-DR funding.

Director, CDBG-DR Housing Programs – Texas General Land Office (GLO) September 2017 – 2023

- Directed state-run single-family housing programs totaling over $2 billion and rental housing programs exceeding $700 million for Hurricane Harvey disaster recovery.
- Led strategic planning and operational implementation for new disaster recovery housing programs, resulting in the successful launch of three first-of-their-kind initiatives.
- Developed and implemented comprehensive policies, procedures, and program guidelines ensuring compliance with HUD regulations and 2 CFR Part 200.
- Oversaw program performance, expenditure tracking, and federal reporting to ensure alignment with timelines, benchmarks, and state/federal audit standards.
- Managed internal teams and external vendors to optimize workflow and ensure consistent, high-quality project delivery.

Director, HOME Program – Texas Department of Housing and Community Affairs (TDHCA) 2012 – 2017

- Oversaw the administration of over $20 million annually in HOME funding for single-family housing activities statewide.
- Ensured compliance with HUD regulations, managing commitment and expenditure deadlines, reporting deliverables, and annual performance targets.
- Developed and monitored programmatic goals aligned with federal guidelines and state priorities, strengthening housing delivery across urban and rural regions.
- Served as primary point of contact for HUD audits and monitoring visits, with a successful record of no major findings.

H2BRAVO

MARTIN RIVERA

Program Management Lead



27 YEARS OF EXPERIENCE

Areas of Expertise

- Strategic Planning and Implementation
- Creating Administrative Structures Aligned with Funding Requirements
- Developing a Framework for Compliance and Quality Standards Environments
- Effective Leadership and Management in Executing and Sustaining Initiatives

Education

- BBA, Accounting, Southwest Texas State University
- Certified Fraud Examiner (Member #640328)

Employment History

- Principal – MKOR Consulting Services, LLC | 01/2023 – Present
- Deputy Director, Monitoring & Quality Assurance – Texas General Land Office |08/2020 – 02/2023
- Director, Quality Assurance & Process Improvement (QAPI) – Texas General Land Office | 02/2016 – 08/2020
- Quality Assurance & Process Improvement Manager / Manager IV – Texas General Land Office | 09/2011 – 01/2016
- Senior Quality Assurance & Quality Control Specialist / Auditor V – Texas General Land Office | (Role concurrent with above position; dates included above)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Over 27 years of specialized experience in federal grant administration, compliance, auditing, and monitoring, with a portfolio exceeding $13.5 billion in federal funding (CDBG-DR, CDBG-MIT, ARPA, and more).
- Designed and implemented enterprise-wide compliance frameworks and risk-based monitoring strategies that align with federal requirements under 2 CFR Part 200, HUD, FEMA, and Treasury guidelines.
- Developed Key Performance Indicators (KPIs), risk assessment tools, and internal controls to assess program performance, financial accuracy, and regulatory compliance.
- Led multi-disciplinary teams (50+ staff) across auditing, housing inspections, and community quality assurance to monitor and evaluate federally funded housing and infrastructure programs.
- Served as external audit liaison, coordinating responses to HUD OIG, FEMA, and Single Audit findings and developing defensible Corrective Action Plans (CAPs).
- Led investigations and oversight of fraud, waste, and abuse claims, coordinating with federal enforcement entities to protect program integrity.

PAST AND PRESENT PROJECTS

MKOR Consulting Services, LLC - Principal | 01/2023 — Present

- Founded to leverage my experience in state and federal grant administration, MKOR provides value-added solutions to organizations administering grants. As the principal, I focus on delivering comprehensive analysis and optimizing business processes that produce tangible results. These efforts drive actionable outcomes, accelerate service delivery to communities and their beneficiaries, and empower organizations to achieve their grant objectives.
- Harris County Flood Control District: As a subcontractor to GrantWorks and KSBR, LLC, MKOR enhances CDBG DR/MIT monitoring strategies, supports QA/QC reviews, and provides compliance support. We assist with policy and procedural enhancements, specializing in financial management support.
- Capital Access, Inc. (CAI): Under a master agreement with Stralto, Inc., MKOR supports CAI as a subcontractor, focusing on technical assistance and financial and grant management for the City of Fort Worth's Winter Storm Uri CDBG-DR program.

- Harris County Community Services Department: We were awarded a contract to enhance housing development efficiencies under ARPA and Community Land Trust initiatives. Although this partnership concluded earlier than anticipated, the experience reinforced our capabilities in navigating complex projects and provided valuable insights that continue to inform our approach to achieving grant objectives in challenging environments.

Texas General Land Office, Deputy Director, Monitoring & Quality Assurance | 08/2020 — 02/2023

- Spearheaded the strategic planning, development, and implementation of the Monitoring & Quality Assurance (M&QA) department's initiatives, ensuring effective oversight of a diverse portfolio.
- Directed and managed three specialized teams, totaling 50+ employees, with distinct focuses: the MQA team conducted audits and monitored grant activities, overseeing federal grants totaling $13.5 billion; the Housing QA team conducted inspections of single-family and multifamily housing construction; and the Community Quality Assurance team reviewed complaints and appeals for CDBF-DR programs.
- Achieved exceptional compliance and high-quality standards across disaster recovery operations through effective leadership and communication.
- Implemented and supervised risk assessment methodologies, comprehensive monitoring plans, and key performance indicators, facilitating over 100 annual reviews across all three teams.
- Supervised compliance, performance, and statutory audits, including financial, inspection, programmatic, and special reviews.
- Oversaw the preparation and presentation of audit, monitoring, and quality assurance reports, ensuring clear and concise communication of reportable issues. Reviewed corrective action plans to ensure effectiveness in addressing and resolving matters.
- Conducted real-time quality assurance reviews to ascertain financial and program compliance, resulting in value-added quality assurance reports and enhanced program operations.
- Guided and provided direction in managing fraud, waste, and abuse claims and reviews, collaborating effectively with federal agencies to ensure coordinated review outcomes and the execution of corrective action plans.
- Supervised the subrecipient single audit function.
- Served as the external audit liaison, leading the development of responses and corrective action plans to address published audit reports.

Texas General Land Office, Director, Quality Assurance & Process Improvement (QAPI) | 02/2016 - 08/2020

- Provided strategic direction and leadership for the QAPI department, overseeing its monitoring and auditing activities related to Federal programs.
- Spearheaded the coordination, development, and implementation of comprehensive risk assessments and monitoring plans.
- Created and assigned key performance indicators while establishing annual compliance goals and objectives. Approved and managed schedules, priorities, and performance standards to achieve set goals effectively and within required timeframes.
- Led the preparation of compliance reports, ensuring that corrective actions were strategically designed to address and resolve reportable issues.
- Liaison with external auditors, responding to audit reports and ensuring timely and effective resolution of identified issues by implementing corrective action plans.

H2BRAVO

HEATHER BROTHERS

Partner/Program Manager



23 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- FEMA PA Program
- FEMA STEP Program
- Environmental Review
- Grant Administration
- Operational Planning
- Program Design
- Program Policy Development
- Contractor Management
- Construction Management
- Production Management
- Organizational Leadership
- Program Implementation
- Program Start-up

Education

- BS, Finance, Louisiana State University, 1999

Employment History

- H2Bravo, Project/Program Manager, 2017 - Present
- URS Corporation/AECOM, Project Manager 2010 - 2017
- URS Corporation, Project Controls – 2005 – 2010
- Lockwood, Andrews & Newman, Project Controls – 2002 – 2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Senior Project Manager with expertise in implementing housing recovery programs with both FEMA PA and HUD CDBG-DR funds. Heather has excelled in this role since 2008, and her experience spans across several states including Texas, Mississippi, New Jersey, New York and Louisiana.
- Detail oriented and process driven project manager, with a rare and key ability to maintain a production-oriented focus to keep housing recovery programs moving forward and on schedule through mining and analyzing data to proactively identify and address issues and production chokepoints.
- Developed expertise through involvement and management of disaster recovery programs containing large-scale scattered site projects, multi-family housing, environmental review, policy development, program implementation, quality assurance, labor standards, fair housing and construction management.
- In addition to her proven ability to implement CDBG-DR projects, she has been instrumental in the development of these programs for sub-recipients, including the development of critical processes and removal of barriers to the successful delivery of funds to individual projects.
- Project Manager for several Disaster Recovery Housing Assistance Programs including Single Family Owner-Occupied, Single Family Rental, Multi-family Rental, and Slum and Blight Demolition.
- Heather is a critical resource due to her vast library of lessons learned and ability to identify opportunities for increased efficiency. Of note, one of Heather's $195M CDBG-DR housing projects endured a multiday audit with no findings and received praise from HUD.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager (2020 – present).

- Production manager for the construction management component of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for day to day construction management operations, including contractor coordination, management of the contractor invoice review team, management of change orders, inspector coordination and issue resolution.

- Heather is also responsible for overall data management and reporting.

Production Manager, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-2020

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing. After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs. The program will reimburse approximately 3,000 Texas Homeowners by early 2020.
- Ms. Brothers' skills and previous CDBG-DR experience were used to help design a successful program implementation approach. She manages production of eligibility reviews, duplication of benefits reviews, reimbursement calculations and environmental reviews for the program. She works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2017-2018

- The Partial Repair and Essential Power for Sheltering Program was a FEMA funded temporary sheltering program the State of Texas is successfully implemented after Hurricane Harvey hit in August 2017. The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- Ms. Brothers managed production of inspections and construction progress for the program. She worked to ensure every homeowner was served as quickly as possible. She also assisted in evaluating change orders, developing the program database, reviewing inspection documents, construction issue resolution, and resolving contractor and homeowner issues.

AECOM, Project Manager, 2010 – 2017

Operations Manager, State of Louisiana, Louisiana Shelter at Home (SAH) Program – August 2016 Floods, Louisiana, 2016-2017

- The Shelter at Home Program is a FEMA funded temporary sheltering program the State of Louisiana successfully implemented after the historic floods that hit in August 2016. The program provided over 10,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their flood damaged homes.
- Ms. Brothers oversaw Case Management, Call Center and Production operations for this program. She worked successfully to ensure every application was properly evaluated and served as quickly and efficiently as possible. She also assisted the construction team in evaluating change orders, reviewing inspections documents, construction issue resolution, and contractor and homeowner issues.

Program Manager, Texas General Land Office (GLO) Lower Rio Grande Valley Development Council (LRGVDC), Hurricane Dolly Housing Round 2 Non-Rental, Rental Program, Texas, 2015-2017

- The HUD CDBG disaster recovery program consists of the construction or relocation of over 750 single family owner occupied homes, constructing 12 single family rental homes, 5 multi-family developments.

- The program team performed program development tasks, Notice of Funding Availability development, Fair Housing reviews, proposed site reviews, application intake, eligibility reviews, environmental reviews, housing quality inspections, damage inspections including scope development, house plan development including Section 504 requirements, construction inspection services, contractor management, labor standards oversite, draw requests processing, financial management, quality assurance and project closeout.

Program Manager, Texas General Land Office (GLO) City of Galveston, Hurricane Ike Housing Round 2 Non-Rental Program, Texas, 2015-2016

- The HUD CDBG disaster recovery program consists of the construction of over 300 single-family owner-occupied homes in the City of Galveston Ms. Brothers was responsible for directing the successful administration of this grant with financial, reporting, construction management and compliance oversight.
- Ms. Brothers' ability to notice barriers and develop processes to remove those barriers was instrumental to complete construction on some of the largest and most difficult rehabilitation projects in this program.
- The program team performed program development tasks, outreach, application intake, eligibility, environmental reviews, housing quality inspections, damage inspections, house plan development, coordination with state and local historical commissions, coordination with City of Galveston staff, construction inspection services, contractor management, draw request processing, financial management, quality assurance and are in the final stages of project closeout.

Program Manager, Texas General Land Office (GLO) South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Round 2 Non-Rental, Rental and Slum and Blight Program, Texas, 2012-2017

- The HUD CDBG disaster recovery program consists of construction of over 800 single family owned and occupied homes in Southeast Texas, relocation of 59 families to newly purchased homes, construction of 55 single family rental homes, 5 multi-family developments including over 450 public housing units, and demolition of over 500 blighted properties with funding over $195M.
- Ms. Brothers is responsible for directing the successful administration of this grant with financial responsibilities, reporting, implementation of AFFH requirements, construction management, and compliance oversight, from the development of program through construction of each home, multi-family development or demolition project.

City of Galveston Hurricane Ike, Round 1, Texas General Land Office – Environmental Manager, 2011 – 2013

Project Manager, South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Program Round 1, Texas, 2010-2012

- The HUD CDBG disaster recovery program consists of the construction of over 700 single family homes in southeast Texas.
- Ms. Brothers was responsible for leading the project, which included housing quality standards inspections, damage assessments, plan development, construction inspections and contractor management for single family homes.

- Ms. Brothers' process development skills were used to create efficient, organized approach to designing and constructing quality single family homes for qualified applicants of this program. The program delivered more than 700 professionally designed, sustainable housing projects.

Hurricane Katrina CBDG-DR Program, Mississippi Development Authority – Environmental Manager, 2008 - 2010

H2BRAVO

JENNIFER SMITH

Program Management Lead



13 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- FEMA Programs
- Program Setup
- Data Management Systems
- Production Metrics
- Grant Administration
- Policy Development
- Contractor Management

Education

- B.S., Science, Louisiana State University, Health Science Center, Baton Rouge, LA, 2010

Employment History

- H2Bravo, LLC, 2017–Present
- AECOM, 2012–2017
- Baton Rouge General Medical Center, 2010–2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than ten years of experience with project operations, production, and oversight for federally funded housing recovery programs. This experience includes preparing staffing plans and work breakdown schedules, and process implementation.
- Knowledgeable about FEMA programs and disaster case management programs.
- Excels in management and quality assurance of data management systems, ensuring compliance with personally identifiable information (PII) requirements and correct organization of project files.
- Experienced with rapid start-up, helping establishing project teams and call centers within 48 hours of award.
- Ensures completion of work on schedule and within budget by analyzing workflow and setting schedules.
- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance for disaster recovery efforts related to Hurricanes Rita, Ike, and Dolly.

PAST AND PRESENT PROJECTS

Project Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- Provides programmatic oversight to all 4 case management firms.
- Responsible for day-to-day program operations and maintains close collaboration with the client, ensuring consistent updates on the operations of each case management firm.
- Manages the inspection process for the program and works to ensure every eligible home is inspected as quickly as possible.
- Collaborates with the client and all case management firms to come up with creative solutions for otherwise unsolvable cases.
- Develops policies and procedures in accordance with program guidelines and provides training to the case management firms ensuring all staff are operating within program guidelines.
- Develops logic for the system of record and provides training to all case management firms ensuring accurate use of the system.

- Responsible for overall data management and reviews all reporting for accuracy.
- Manages the daily production and quality controls of all tasks ensuring program goals are achieved.

Operations Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – H2Bravo, Lafourche, LA, December 2021 – January 2022

- Provided management, direction, and oversight of the activities associated with all call center staff.
- Managed the day-to-day activities of the call center staff who were responsible for reviewing and researching applicant files as well as calling and scheduling substantial damage inspections.
- Developed policies and procedures in accordance with program guidelines and provided employee training to ensure all staff were operating within program guidelines.
- Managed the daily production and quality controls of all tasks ensuring program goals were achieved.

Project Manager, Office of Community Development, Restore Louisiana (RELA) – H2Bravo, Baton Rouge, LA February 2020 – September 2021

- Provided direction, management, and oversight of the activities associated with the Small Business Loan (SBA) reimbursement task.
- Worked with the team to developed eligibility criteria and process flow, reviewed eligibility data, provided oversight and guidance to staff completing the reviews.
- Managed applicant question and concerns, managed applicant appeals and made the final determination for these files.
- Worked with the client and construction team to resolve applicant concerns and addressed any additional requests from the applicant. Reviewed and reconciled programmatic data to ensure accuracy.

Eligibility Specialist, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Austin, TX, 2019 – February 2020

- Ensured that applications met the criteria established by GLO before progressing through the Program.
- Reviewed applicants' initial submissions to the Program for items such as FEMA flood zones, HUD income levels, property ownership, and primary residence, and validates that submitted properties were damaged by Hurricane Harvey.
- Identified application deficiencies and worked with Program staff until applications are complete.
- Conducted quality control reviews of income to ensure accuracy and completeness, and reviewed receipts to determine expense eligibility.
- Worked with the Environmental Team reviewing Damage Repair Verifications (DRVs) to determine what proposed action is required before the application entered the Environmental Review Process.

IT Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Austin, TX, 2017–2018

- Helped to develop the data management system that guided applicants through the PREPS process, ensuring that all applicants met each necessary milestone through completion.

- Provided daily support to the Construction and Production Managers as needed for all aspects of the Program. These included applicant research and data analysis.

Deputy Program Manager, Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Shelter at Home (SAH) Program—AECOM, Baton Rouge, LA, 2016–2017

- Assisted the Program Manager as the team performed program management, outreach, intake, and eligibility determination, as well as site inspections and construction administration.
- Assisted in establishing the team and call center within 48 hours of award.

Production Manager, New York Governor's Office of Storm Recovery (NY GOSR), Special Services Block Grant (SSBG) Program—AECOM, New York, NY, 2015

- Responsible for the daily operation of the team. Coordinated and tracked team assignments and held the team to deadlines.
- Educated the team on project policies, procedures, and updates.
- Maintained the project standard operating procedures (SOPs) library; updated all documents as process workflow and implementation plans changed.
- Served as single point of contact for the back-house applicant analysis tasks, serving as liaison between field and office staff.
- Led a team of approximately 22 full-time employees.

Deputy Production Manager, NY GOSR, SSBG Program—AECOM, New York, NY, 2015

- Assisted the Production Manager manage the process flow and resolving inefficiencies.
- Coordinated team leads and hand-offs of applicants within the population, as the applications moved through multi-step task work streams.
- Managed the day-to-day tasks of in-house teams for document review and identification.
- Served as the point of contact between field operations and back-house operations.

Construction Production Supervisor, Texas GLO, Hurricanes Ike, Rita, and Dolly Disaster Recovery Programs—AECOM, Austin, TX, 2012–2015

- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance efforts related to Hurricanes Rita, Ike, and Dolly.
- Responsible for day-to-day operation of the Plans and Specifications Team, ensuring that assignments moved through the production process and back to the field.

H2BRAVO

DREW SWEET

QA Manager



16 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- Program Management
- Project Management
- Construction Management
- Contactor Interface
- Damage Assessments
- Cost Estimating
- Feasibilty Analysis
- Cost Benefit Analysis
- Data Management
- Residential Design
- Meeting Facilitation
- Public Meetings

Education

- B.A., English Literature, Wheaton College, 2003

Employment History

- H2Bravo, 2018 - Present
- The City of New York, Mayor's Office of Housing Recovery Operations 2014-2018
- TRF Development Partners, 2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Sweet is an experienced Project and Program Manager with over 10 years of experience in the construction industry, including over 4 years managing the development, delivery, and operations of disaster recovery programs.
- Mr. Sweet was a key manager for the construction operations for the NYC Build It Back Program, first managing the pre-construction services for over 12,000 storm damaged homes, then as Deputy Director, managing planning, environmental compliance, reimbursements, and technical services.
- His focus on process, design, construction and implementation, provides the leadership and skills necessary to manage multiple inspectors, architects, and construction contractors.
- He ensures that all aspects of the project plan are coordinated and executed to achieve timely progress and compliance with program requirements.
- With key capabilities in construction, project management, and issue resolution, he has the proven ability to accomplish complicated projects and deliver a quality product.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Reporting and Change Order Manager, 2020 – present

- Responsible for tracking and reporting on building permit submittals and approvals and project progress tracking.
- Drew also coordinates with builders and the client on change orders, including reviewing builder justification documentation and preparing compliance documentation for change order expenditures.

Quality Assurance Manager, GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-Present

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing.
- After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs.
- The program will reimburse approximately 3,000 Texas Homeowners by early 2020. Mr. Sweet's skills and previous CDBG-DR experience were used to help design a successful program implementation approach. He manages the

quality assurance reviews, appeals, and duplication of benefits data for the program. He works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2018

- The Partial Repair and Essential Power for Sheltering Program is a FEMA funded temporary sheltering program the State of Texas is successfully implementing after Hurricane Harvey hit in August 2017.
- The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- After joining the team mid-project, Mr. Sweet's experience was utilized by multiple groups on the PREPS program.
- He managed the IT team and assets, and performed quality control reviews of inspection documents and scope modification requests, identifying and addressing various risks and workflow inefficiencies.
- As the lead for program closeout, he managed staff roll-off, facility and equipment disposal, and data consolidation and turnover, ensuring the program was wrapped up quickly and efficiently.

Housing Recovery Operations, Build it Back Program, Deputy Director, Pre-Construction, Design & Technical Services – New York, NY, 1/17-3/18;

- Oversight of multiple teams focused on delivering all assessment, environmental and design requirements necessary to initiate CDBG-DR compliant rehabilitation, elevation and reconstruction of approximately 12,000 storm damaged homes in New York City. Key responsibilities included:
- Maintenance and revision of program construction standards and policies in compliance with NYC Building codes & the requirements of HUD for CDBG-DR programs, training of staff in the implementation of those standards and policies, and subsequent auditing and quality reviews of select construction scopes for adherence.
- Strategic planning to rebuild within complex logistical conditions including lack of street access, outdated and private infrastructure, and evaluation of alternative construction methods for cost, schedule, resiliency, efficiency and feasibility.
- Working with Legal and Policy teams to develop program policies for handling of conflicts regarding legality of existing buildings, units built contrary to Zoning and Building Code, and multiple other site specific conditions.
- Manage staff to evaluate proper construction pathways given site and building conditions

Housing Recovery Operations, Build it Back Program, Pre-construction Team Lead – New York, NY, 7/15-12/16;

- Managed both the pre-construction team and primary consultant contract, and was responsible for implementing policies and procedures and resolving issues pertaining to individual and multiple applicants. Key responsibilities included:
- Contract management for the primary $58.6M pre-construction services contract, including negotiation of a contract amendment and wholly new $3.5M contract, weekly and monthly progress meetings, establishing and adjusting performance goals, and monitoring production to improve performance and report delivery.
- Management of the production and quality control issues for all damage assessments, feasibility reports, appraisals, lead risk assessments, Tier II's and specialized environmental and engineering

reports, including identification of trends, deficiencies, and resolution of specific issues.
- Regular review of SOP's and necessary updates to SOP's and related documents, including apprising consultant of policy revisions, programmatic priorities, and revised guidance for DOB and FEMA on Substantial Damage and Substantial Improvement calculation methodology.
- Overall management of all preconstruction activities, including leading weekly team progress meetings, coordination with other team leads and other city agencies, forecasting and reporting completed and anticipated volume, and working with leadership and the policy team to create programs necessary to suit the evolving requirements.
- Creation of new programs and procedures to improve service to applicants including tailoring processes for new agency partners, the reimbursement of elevated and rebuilt homes, and addressing lead safe housing issues.

Housing Recovery Operations, Build it Back Program, Project Manager – New York, NY, 3/14-7/15:

- Created, implemented and executed policies and procedures for multiple special projects, and worked closely with assessment consultant to improve quality refine deliverables to meet evolving needs account for unanticipated in-field scenarios.
- Special projects included attached homes, homes over water, condos, multiple structure lots and various other non-traditional technical issues, including engaging multiple city agencies to correct map and database errors improve program delivery, and that hindered the program and negatively impacted both applicants and non-applicant residents alike, and working as liaison between consultants, IT and data teams to correct unique and systemic issues with third party and in-house generated data gaps and errors.
- Utilized experience in residential renovation, including framing, plumbing, electrical and finish work, to advise team members on residential-specific solutions, including anticipated scope and cost, and to evaluate rehabilitation scopes and damage assessments for thoroughness and unnecessary items.

TRF Development Partners – Consulting Project Manager, Baltimore, MD, 1/13-12/13;

- Established operations in a quickly expanding office while also managing the Design and Construction phases of residential rehabilitation and new construction projects, the rental maintenance staff, and working with neighborhood organizations.
- Managed completion of 21 renovation and new construction properties, design and construction of another 25 properties, and completed the design of 8 more, totaling more than 90,000 sq ft of finished space and over $8M in construction costs.
- Assessed, improved and streamlined the baseline scope, processes and documents in order to address numerous problems identified as recurrent in earlier projects.
- Leveled and assessed bids, and negotiated contracts for over 30 projects; managed contract adherence, invoicing and quality.

Jones Lang LaSalle Americas, Inc., Project Manager, Washington, DC, 3/07-7/11;

- Managed all phases of various Tenant Improvement projects, from programming and design through construction and closeout. Primary responsibilities included:
- Creating and managing complex scopes, schedules and budgets; and tracking and approving all costs, and development of design and installation requirements
- Managed over 20 projects in 5 states with costs in excess of $100M, and assisted in the management of an additional 7 projects exceeding $300M in project costs

H2BRAVO

EMILY BATTS

Program Controls



11 YEARS OF EXPERIENCE

Areas of Expertise

- Program Controls
- Federal Grant Programs
- Budgeting
- Contract Management
- Cash Flow Projections & Analysis
- Invoicing
- Procurement
- Tracking Receivables
- Process Improvement
- Monitoring Support
- Expenditures Projections
- Power BI
- Tableau

Education

- BS, Small Business Management/HR,
- Southeastern University, 2008

Employment History

- H2Bravo, LLC, Project Manager, 2022 - Present
- Dow Chemical, Data Manager, 2017-2022
- AECOM, Project Controls, 2015-2017
- URS Corporation, Project Controls, 2012 - 2015
- Performance Contractors, Payroll, 2008-2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ 10 years of experience with program controls, for private and government funded projects.
- ✓ Responsibilities include providing cash flow reports to Project Managers, tracking change orders, invoicing, collecting aged receivables, and procurement of subcontractors.
- ✓ Has experience completing month-end reports with balance sheet reconciliations using reports obtained from SAP.
- ✓ Has software training for Power BI, SAP, and Microsoft Office accounting and program controls for FEMA and HUD CDBG-DR funded grant programs and private sector projects.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager – Houston, TX, 2022-Present

- Working with contractors on their invoices to make sure they meet GLO requirements.
- Helped implement changes to the draw process to get contractors paid sooner and reduce RFIs.
- Tracking Contractor draw submittals to make sure H2Bravo meets our 7 day turn around to GLO.
- Created tracking and ability to assign the responsibly party for RFIs.

Build it Back Program Closeout, Deputy PM – NY, NY, 2023-Present

- Working for the NYC Housing Recovery Office (HRO) executive management and staff on the close out of applicants from Hurricane Sandy Recovery Program.
- Responsible for assisting with the creation of a database and workflow for applicant close out. Including the mapping of HUD vouchers to individual contractor payments.

Dow Chemical – Dow Logistics Technology Center, Data Manager– Plaquemine, LA, 2017-2022

- Managed Budgeting and Forecasting data for all Logistic plants for Dow Chemical.
- Monitor all sites monthly to make sure they are staying within their budget for the year.
- Managed multiple Forecasting and budgeting Dashboards for Dow Leadership.
- Responsible for 11 sites rail invoicing.

- Assisted with data transfer, invoicing, new contracts when Logistics of rail and marine were sold for the 11 sites.
- Worked on Benchmark project for 2017 to 2020 visiting sites to help find areas to save money and increase production.
- We also would share technology between sites if it would be beneficial to their process.

Financial Analyst, AECOM, Louisiana Shelter at Home (SAH) Program, 2016 - 2017

- Assisted with the startup of Shelter at Home project.
- Participated in hiring temp staff and management of Case Managers.
- Responsible for project reports, and reporting on Subcontractors.
- Worked with the call center team to establish call logging protocals.
- Implemented tracking of calls and applications received each day to setup their call log.

AECOM, Armand Corporation, New York Governor's Office of Storm Recovery (GOSR), New York Rising Housing Recovery Program, Financial Analyst, 2015 - 2017

- Assisted with the Program financial controls and budgeting functions and financial data analysis and invoicing for the GOSR Program.
- Responsible for Project accounts receivable and accounts payable.
- Quarterly reporting on workforce to the State.

Project Controls, URS/AECOM, Texas General Land Office (GLO) Programs, 2013 - 2017

- Managed the project controls and budgeting functions including forecasting and financial data analysis and invoicing for the GLO Program.
- Performed data quality assurance reviews on program inspections to ensure the integrity of billings.
- Responsible for overall project financial management, including both accounts receivable and accounts payable.
- The Texas GLO programs included City of Galveston Round 1, Lower Rio Grande Valley Development Council (LRGVDC) Round 2, Souteast Texas Regional Planning Commission (SETX-RPC) and City of Galveston Round 2.

H2BRAVO

RYAN BRACH

Project Manager



4 YEARS OF EXPERIENCE

Areas of Expertise

- Program Management
- Call Center Management
- Policy Development
- Human Resources
- Finance
- Data Management

Education

- Masters of Business Administration, Loyola University, New Orleans, LA 2003
- Bachelors of Business Administration, Loyola University, New Orleans, LA 2000

Employment History

- H2Bravo, LLC, 2021–Present
- Rotolos Franchising, 2018–2021
- Beach Pizza Management, 2008–2018

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Brach has over a decade of experience with operations management, policy creation, human resources, strategic planning, and project oversight through his time in the restaurant industry.
- His experience as a C-level leader in the franchise industry and a multi-unit business owner lends itself to maximizing the resources and efficiency as a project manager for H2Bravo.

PAST AND PRESENT PROJECTS

Data, Reporting, and Finance Lead , Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources.
- This unified system also tracked all case manager time, firm billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- The Reporting Lead examines the data within the system of record and generates comprehensive reports, which serve as essential management tools for the case management firms. They take a proactive approach to analyzing the data, actively seeking out trends that reveal how cases are progressing through the process. Additionally, conducting quality control for each case to ensure accuracy, verifying that the correct information, and documentation is on file is a key to reporting accuracy.

Lafourche Parish Hurricane Ida Substantial Damage Assessments, Deputy Project Manager – Baton Rouge, LA, 2021.

- Managed the day-to day activities of a call center with regards to damaged homes in Lafourche Parish due to Hurricane Ida with a population of over 18,000 homes. The call center staff was tasked with researching applicant files,

calling homeowners for inspections, and actively managing the data collected throughout the process.
- Developed and implemented Standard Operating Procedures for research tasks including training, troubleshooting, and oversight.
- Assisted in quality controls and production management for call center staff.
- Tracked and managed staff payroll with regards to program budgets and efficiency.

TASK 2

FINANCIAL COMPLIANCE, OVERSIGHT, AND FRAUD PREVENTION

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TASK 2 – FINANCIAL COMPLIANCE, OVERSIGHT, AND FRAUD PREVENTION

Understanding of Requirements

The State requires a vendor to design and implement financial management systems that ensure compliance with federal and state requirements in a high-volume program environment. This includes written policies for tracking funds and maintaining segregation of CDBG-DR dollars, protocols to prevent fraud, waste, and abuse, risk-based monitoring plans for subrecipients and contractors, compliance reviews of award approvals and reimbursement requests, and performance dashboards to monitor overall program health.

The challenge is twofold. First, disaster recovery programs operate under intense public and federal scrutiny, where any mismanagement can result in repayment of funds, reputational damage, and delays for survivors. Second, the financial transaction volume is immense, often involving thousands of invoices, reimbursement requests, and subrecipient drawdowns. Without strong internal controls and tools that are practical for staff to use every day, errors and inconsistencies accumulate quickly. A successful approach must combine robust compliance controls with efficient systems that allow staff to manage large volumes of transactions while keeping the program audit ready.

H2Bravo Approach

H2Bravo designs financial oversight systems around the principles in the Uniform Guidance at 2 CFR 200, the Government Accountability Office's Green Book for internal controls, and HUD's Community Planning and Development Monitoring Handbook.

We begin by developing financial management policies that require segregation of CDBG-DR funds, reconciliation of accounts, and documentation that ties each transaction to its supporting evidence. These policies form the backbone of compliance, making every disbursement fully traceable.

Next, we establish fraud, waste, and abuse prevention protocols. These include dual authorization for high-value transactions, data-matching tools to detect duplication of benefits, sampling plans to spot irregularities, and escalation procedures for suspected fraud. Training ensures staff can recognize and act on red flags consistently.

We then design financial monitoring plans calibrated to the risk profile of each subrecipient and contractor. High-risk entities receive more frequent and detailed reviews, while low-risk entities follow a streamlined process. Tools include invoice review checklists, drawdown reconciliation forms, and site visit protocols. Corrective action plans are standardized so that every finding is tracked to closure.

H2Bravo also builds financial performance dashboards that give leadership real-time visibility into program health. Dashboards track obligations, expenditures, invoice turnaround times, variances from budget, and burn rates against production schedules. These metrics allow leadership to intervene early when risks emerge.

Finally, we align every element of the system with audit readiness. Our tools produce monitoring-ready

files that can be provided to HUD, state auditors, or the Office of Inspector General without additional preparation. This prevents the last-minute scramble that often occurs when financial oversight is managed as a separate compliance exercise instead of embedded into daily operations.

Anticipated Deliverables

- **Written financial management policies.** H2Bravo will prepare policies that establish segregation of CDBG-DR funds, outline reconciliation processes, and define documentation standards for every transaction. These policies will anchor the State's compliance posture and make each disbursement traceable.
- **Fraud, waste, and abuse prevention protocols.** We will deliver protocols that include dual authorization, automated data-matching to detect duplication of benefits, sampling methodologies, and escalation procedures. Training materials will equip staff to recognize and respond to red flags consistently.
- **Monitoring plans and tools for subrecipients and contractors.** H2Bravo will develop risk-based monitoring plans that assign review depth by risk profile. Tools will include invoice review checklists, drawdown reconciliation forms, and site visit protocols, supported by corrective action templates to document and close findings.
- **Compliance review procedures.** We will produce detailed protocols for reviewing award approvals, reimbursement requests, and monitoring results, ensuring that every review is consistent, evidence-based, and defensible.
- **Financial performance dashboards.** H2Bravo will design dashboards that track obligations, expenditures, invoice turnaround times, variances, and burn rates against timelines. These dashboards will give leadership a real-time view of program health and enable early intervention.
- **Corrective action procedures and templates.** We will provide templates and trackers that guide staff in drafting corrective actions, assigning responsibility, and setting deadlines. Trackers will document closure evidence, ensuring findings are resolved completely and on time.

Key Personnel

Title	Staff
Monitoring/Compliance & Quality Assurance Lead	Martin Rivera Heather Brothers
Sr. Financial Management & DRGR Reporting Expert	Phyllis Foulds Jennifer Molinari
Program Controls - Financial & Data Specialists	Emily Batts Ryan Brach
Monitoring Design & Audit Response Specialist	Ross Woods Jennifer Smith
Forms/Graphics Specialist	Non-Key Employee
Reporting Analyst	Non-Key Employee
Administration	Non-Key Employee

Relevant Experience

H2Bravo has delivered financial compliance and oversight support at every scale. In New York City's Build it Back program, our staff assumed responsibility for contractor invoice review and financial controls, identifying overbilling, correcting documentation gaps, and implementing workflows that ensured timely and accurate payments. In Louisiana's Hurricane Ida Disaster Case Management Program, we developed invoice review systems that matched staff timekeeping to case activity logs, preventing billing anomalies before invoices were submitted. In Texas, we advised the General Land Office on financial compliance protocols for reimbursement and single-family housing programs, designing reconciliation processes and corrective action plans. Across these programs, we demonstrated the ability to design oversight systems and operate them under the pressure of large-scale recovery.

KEY PERSONNEL RESUMES FOR TASK 2

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MARTIN RIVERA

Program Management Lead



27 YEARS OF EXPERIENCE

Areas of Expertise

- Strategic Planning and Implementation
- Creating Administrative Structures Aligned with Funding Requirements
- Developing a Framework for Compliance and Quality Standards Environments
- Effective Leadership and Management in Executing and Sustaining Initiatives

Education

- BBA, Accounting, Southwest Texas State University
- Certified Fraud Examiner (Member #640328)

Employment History

- Principal – MKOR Consulting Services, LLC | 01/2023 – Present
- Deputy Director, Monitoring & Quality Assurance – Texas General Land Office |08/2020 – 02/2023
- Director, Quality Assurance & Process Improvement (QAPI) – Texas General Land Office | 02/2016 – 08/2020
- Quality Assurance & Process Improvement Manager / Manager IV – Texas General Land Office | 09/2011 – 01/2016
- Senior Quality Assurance & Quality Control Specialist / Auditor V – Texas General Land Office | (Role concurrent with above position; dates included above)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Over 27 years of specialized experience in federal grant administration, compliance, auditing, and monitoring, with a portfolio exceeding $13.5 billion in federal funding (CDBG-DR, CDBG-MIT, ARPA, and more).
- Designed and implemented enterprise-wide compliance frameworks and risk-based monitoring strategies that align with federal requirements under 2 CFR Part 200, HUD, FEMA, and Treasury guidelines.
- Developed Key Performance Indicators (KPIs), risk assessment tools, and internal controls to assess program performance, financial accuracy, and regulatory compliance.
- Led multi-disciplinary teams (50+ staff) across auditing, housing inspections, and community quality assurance to monitor and evaluate federally funded housing and infrastructure programs.
- Served as external audit liaison, coordinating responses to HUD OIG, FEMA, and Single Audit findings and developing defensible Corrective Action Plans (CAPs).
- Led investigations and oversight of fraud, waste, and abuse claims, coordinating with federal enforcement entities to protect program integrity.

PAST AND PRESENT PROJECTS

MKOR Consulting Services, LLC - Principal | 01/2023 — Present

- Founded to leverage my experience in state and federal grant administration, MKOR provides value-added solutions to organizations administering grants. As the principal, I focus on delivering comprehensive analysis and optimizing business processes that produce tangible results. These efforts drive actionable outcomes, accelerate service delivery to communities and their beneficiaries, and empower organizations to achieve their grant objectives.
- Harris County Flood Control District: As a subcontractor to GrantWorks and KSBR, LLC, MKOR enhances CDBG DR/MIT monitoring strategies, supports QA/QC reviews, and provides compliance support. We assist with policy and procedural enhancements, specializing in financial management support.
- Capital Access, Inc. (CAI): Under a master agreement with Stralto, Inc., MKOR supports CAI as a subcontractor, focusing on technical assistance and financial and grant management for the City of Fort Worth's Winter Storm Uri CDBG-DR program.

- Harris County Community Services Department: We were awarded a contract to enhance housing development efficiencies under ARPA and Community Land Trust initiatives. Although this partnership concluded earlier than anticipated, the experience reinforced our capabilities in navigating complex projects and provided valuable insights that continue to inform our approach to achieving grant objectives in challenging environments.

Texas General Land Office, Deputy Director, Monitoring & Quality Assurance | 08/2020 — 02/2023

- Spearheaded the strategic planning, development, and implementation of the Monitoring & Quality Assurance (M&QA) department's initiatives, ensuring effective oversight of a diverse portfolio.
- Directed and managed three specialized teams, totaling 50+ employees, with distinct focuses: the MQA team conducted audits and monitored grant activities, overseeing federal grants totaling $13.5 billion; the Housing QA team conducted inspections of single-family and multifamily housing construction; and the Community Quality Assurance team reviewed complaints and appeals for CDBF-DR programs.
- Achieved exceptional compliance and high-quality standards across disaster recovery operations through effective leadership and communication.
- Implemented and supervised risk assessment methodologies, comprehensive monitoring plans, and key performance indicators, facilitating over 100 annual reviews across all three teams.
- Supervised compliance, performance, and statutory audits, including financial, inspection, programmatic, and special reviews.
- Oversaw the preparation and presentation of audit, monitoring, and quality assurance reports, ensuring clear and concise communication of reportable issues. Reviewed corrective action plans to ensure effectiveness in addressing and resolving matters.
- Conducted real-time quality assurance reviews to ascertain financial and program compliance, resulting in value-added quality assurance reports and enhanced program operations.
- Guided and provided direction in managing fraud, waste, and abuse claims and reviews, collaborating effectively with federal agencies to ensure coordinated review outcomes and the execution of corrective action plans.
- Supervised the subrecipient single audit function.
- Served as the external audit liaison, leading the development of responses and corrective action plans to address published audit reports.

Texas General Land Office, Director, Quality Assurance & Process Improvement (QAPI) | 02/2016 - 08/2020

- Provided strategic direction and leadership for the QAPI department, overseeing its monitoring and auditing activities related to Federal programs.
- Spearheaded the coordination, development, and implementation of comprehensive risk assessments and monitoring plans.
- Created and assigned key performance indicators while establishing annual compliance goals and objectives. Approved and managed schedules, priorities, and performance standards to achieve set goals effectively and within required timeframes.
- Led the preparation of compliance reports, ensuring that corrective actions were strategically designed to address and resolve reportable issues.
- Liaison with external auditors, responding to audit reports and ensuring timely and effective resolution of identified issues by implementing corrective action plans.

H2BRAVO

HEATHER BROTHERS

Partner/Program Manager



23 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- FEMA PA Program
- FEMA STEP Program
- Environmental Review
- Grant Administration
- Operational Planning
- Program Design
- Program Policy Development
- Contractor Management
- Construction Management
- Production Management
- Organizational Leadership
- Program Implementation
- Program Start-up

Education

- BS, Finance, Louisiana State University, 1999

Employment History

- H2Bravo, Project/Program Manager, 2017 - Present
- URS Corporation/AECOM, Project Manager 2010 - 2017
- URS Corporation, Project Controls – 2005 – 2010
- Lockwood, Andrews & Newman, Project Controls – 2002 – 2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Senior Project Manager with expertise in implementing housing recovery programs with both FEMA PA and HUD CDBG-DR funds. Heather has excelled in this role since 2008, and her experience spans across several states including Texas, Mississippi, New Jersey, New York and Louisiana.
- Detail oriented and process driven project manager, with a rare and key ability to maintain a production-oriented focus to keep housing recovery programs moving forward and on schedule through mining and analyzing data to proactively identify and address issues and production chokepoints.
- Developed expertise through involvement and management of disaster recovery programs containing large-scale scattered site projects, multi-family housing, environmental review, policy development, program implementation, quality assurance, labor standards, fair housing and construction management.
- In addition to her proven ability to implement CDBG-DR projects, she has been instrumental in the development of these programs for sub-recipients, including the development of critical processes and removal of barriers to the successful delivery of funds to individual projects.
- Project Manager for several Disaster Recovery Housing Assistance Programs including Single Family Owner-Occupied, Single Family Rental, Multi-family Rental, and Slum and Blight Demolition.
- Heather is a critical resource due to her vast library of lessons learned and ability to identify opportunities for increased efficiency. Of note, one of Heather's $195M CDBG-DR housing projects endured a multiday audit with no findings and received praise from HUD.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager (2020 – present).

- Production manager for the construction management component of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for day to day construction management operations, including contractor coordination, management of the contractor invoice review team, management of change orders, inspector coordination and issue resolution.

- Heather is also responsible for overall data management and reporting.

Production Manager, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-2020

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing. After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs. The program will reimburse approximately 3,000 Texas Homeowners by early 2020.
- Ms. Brothers' skills and previous CDBG-DR experience were used to help design a successful program implementation approach. She manages production of eligibility reviews, duplication of benefits reviews, reimbursement calculations and environmental reviews for the program. She works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2017-2018

- The Partial Repair and Essential Power for Sheltering Program was a FEMA funded temporary sheltering program the State of Texas is successfully implemented after Hurricane Harvey hit in August 2017. The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- Ms. Brothers managed production of inspections and construction progress for the program. She worked to ensure every homeowner was served as quickly as possible. She also assisted in evaluating change orders, developing the program database, reviewing inspection documents, construction issue resolution, and resolving contractor and homeowner issues.

AECOM, Project Manager, 2010 – 2017

Operations Manager, State of Louisiana, Louisiana Shelter at Home (SAH) Program – August 2016 Floods, Louisiana, 2016-2017

- The Shelter at Home Program is a FEMA funded temporary sheltering program the State of Louisiana successfully implemented after the historic floods that hit in August 2016. The program provided over 10,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their flood damaged homes.
- Ms. Brothers oversaw Case Management, Call Center and Production operations for this program. She worked successfully to ensure every application was properly evaluated and served as quickly and efficiently as possible. She also assisted the construction team in evaluating change orders, reviewing inspections documents, construction issue resolution, and contractor and homeowner issues.

Program Manager, Texas General Land Office (GLO) Lower Rio Grande Valley Development Council (LRGVDC), Hurricane Dolly Housing Round 2 Non-Rental, Rental Program, Texas, 2015-2017

- The HUD CDBG disaster recovery program consists of the construction or relocation of over 750 single family owner occupied homes, constructing 12 single family rental homes, 5 multi-family developments.

- The program team performed program development tasks, Notice of Funding Availability development, Fair Housing reviews, proposed site reviews, application intake, eligibility reviews, environmental reviews, housing quality inspections, damage inspections including scope development, house plan development including Section 504 requirements, construction inspection services, contractor management, labor standards oversite, draw requests processing, financial management, quality assurance and project closeout.

Program Manager, Texas General Land Office (GLO) City of Galveston, Hurricane Ike Housing Round 2 Non-Rental Program, Texas, 2015-2016

- The HUD CDBG disaster recovery program consists of the construction of over 300 single-family owner-occupied homes in the City of Galveston Ms. Brothers was responsible for directing the successful administration of this grant with financial, reporting, construction management and compliance oversight.
- Ms. Brothers' ability to notice barriers and develop processes to remove those barriers was instrumental to complete construction on some of the largest and most difficult rehabilitation projects in this program.
- The program team performed program development tasks, outreach, application intake, eligibility, environmental reviews, housing quality inspections, damage inspections, house plan development, coordination with state and local historical commissions, coordination with City of Galveston staff, construction inspection services, contractor management, draw request processing, financial management, quality assurance and are in the final stages of project closeout.

Program Manager, Texas General Land Office (GLO) South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Round 2 Non-Rental, Rental and Slum and Blight Program, Texas, 2012-2017

- The HUD CDBG disaster recovery program consists of construction of over 800 single family owned and occupied homes in Southeast Texas, relocation of 59 families to newly purchased homes, construction of 55 single family rental homes, 5 multi-family developments including over 450 public housing units, and demolition of over 500 blighted properties with funding over $195M.
- Ms. Brothers is responsible for directing the successful administration of this grant with financial responsibilities, reporting, implementation of AFFH requirements, construction management, and compliance oversight, from the development of program through construction of each home, multi-family development or demolition project.

City of Galveston Hurricane Ike, Round 1, Texas General Land Office – Environmental Manager, 2011 – 2013

Project Manager, South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Program Round 1, Texas, 2010-2012

- The HUD CDBG disaster recovery program consists of the construction of over 700 single family homes in southeast Texas.
- Ms. Brothers was responsible for leading the project, which included housing quality standards inspections, damage assessments, plan development, construction inspections and contractor management for single family homes.

- Ms. Brothers' process development skills were used to create efficient, organized approach to designing and constructing quality single family homes for qualified applicants of this program. The program delivered more than 700 professionally designed, sustainable housing projects.

Hurricane Katrina CBDG-DR Program, Mississippi Development Authority – Environmental Manager, 2008 - 2010

H2BRAVO

PHYLLIS FOULDS

Subject Matter Expert



20 YEARS OF EXPERIENCE

Areas of Expertise

- Executive team leadership
- Extensive knowledge of the CDBG-DR Program
- Grantee Audit/Technical Assistance Engagements
- HUD and OIG Audit Resolution
- DRGR System User and Grantee Support
- Financial Management Subject Matter Expert
- Staff and grantee training and public speaking

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Successful team manager and senior staff member with over 20 years of experience in disaster recovery programs funded through the US Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) program.

- Learned disaster recovery and federal grant management from the ground up, beginning in 1998 as a local government sub-recipient of CDBG-DR funds following a devastating flood event in her rural home community. Years later, Phyllis extended her work in disaster recovery with the State of Texas in its recovery efforts following Hurricanes Katrina and Rita.

- As a State employee, Phyllis worked extensively with local government sub-recipients and HUD staff, serving as a point of contact during HUD audits and technical assistance visits.

- She also lead the team responsible for creating and managing data in HUD's Disaster Recovery Grant Reporting (DRGR) system through the "digital" DRGR Action Plan and Quarterly Progress Report (QPR) submissions. Her team was responsible for gathering and reporting financial and performance data to HUD from hundreds of local government entities and massive state-run recovery programs, while reconciling that information with State databases.

- Phyllis left the State in 2013 to join HUD as a Financial Analyst for the Community Planning and Development (CPD) Disaster Recovery Division. She advanced to become a CPD Specialist and eventually one of the original Regional Assistant Directors for the newly created Office of Disaster Recovery (ODR). Under her leadership, the Fort Worth regional team was responsible for one of the largest ODR portfolios, managing grants in HUD Regions VI and VII.

- Prior to her state and federal employment, Phyllis had over 20 years of experience in local government, serving as County Auditor for Goliad and DeWitt Counties, as well as the transportation grant accountant for the Golden Crescent Regional Planning Commission.

- Phyllis has extensive experience in developing program policies and procedures, interpreting state and federal regulations, financial management, budget, accounting, human resources and audit development and resolution.

- She is familiar with the CDBG-DR process from implementation of a special appropriation, through the grant award process, action plan development, grant implementation and oversight, to grant closeout. She has served as a subject matter expert and provided technical assistance to numerous CDBG-DR grantees in their financial management and DRGR system use and support.

PAST AND PRESENT PROJECTS

HUD – Disaster Recovery Division/Office of Disaster Recovery, 2013 – 2023

Financial Analyst, 2013 - 2015

- Participated in dozens of on-site monitoring visits, assisted in resolution of HUD and OIG grantee audits, coordinated with HUD Finance, OIG, General Council, and DRGR contractors to ensure HUD systems and grant agreements complied with federal regulations and congressional appropriation requirements.
- Served as primary point of contact for the DRGR Team and grantees in establishing P.L. 113-2 grants and developing DRGR system enhancements to comply with financing and programmatic requirements associated with that appropriation.

Community Planning and Development (CPD) Specialist, 2015 - 2019

- Served as grant manager for several CDBG-DR grants and continued to serve as a financial management subject matter expert for new Financial Analysts of the division.
- Continued to participate in HUD monitoring and TA engagements, and coordinate with other HUD offices/divisions in support of the CDBG-DR program.
- Provided technical support to HUD staff and grantee DRGR users.

Assistant Director – Fort Worth Regional Office (HUD Regions VI & VII), 2019 – 2023

- As one of the first regional assistant directors for CPD's Disaster Recovery Division, Phyllis helped develop the "regional" format for CDBG-DR and create new policies and procedures as the division evolved into the Office of Disaster Recovery (ODR).
- Supervised ten staff members who managed one ODR's largest grant portfolios in HUD Regions VI and VII – serving the Gulf Coast and Mid-Western US.

State of Texas – Disaster Recovery Programs, Texas Department of Rural Affairs (TDRA) / Texas Department of Housing and Community Affairs (TDHCA) / General Land Office (GLO, 2007 – 2013

- Phyllis joined the Texas Department of Rural Affairs (TDRA) following Hurricanes Katrina and Rita. She coordinated with local government sub-recipients of CDBG-DR funds through their contracted grant consultants.
- She performed desk audits of sub-recipient draw requests and gathered recovery progress to provide data to the State's DRGR Reporting Team. As the State of Texas received additional CDBG-DR awards, the management of those grants was reassigned to other state agencies (TDHCA and GLO).

- Phyllis transitioned to those agencies and continued to advance her career in disaster recovery. She was promoted to a management position with GLO and served as a point-of-contact with HUD staff during federal monitoring visits and audit resolution.
- She was responsible for the development and maintenance of DRGR Action Plans in support of multiple grant awards. These DRGR Action Plans included thousands of individual DRGR activities funded with billions of dollars in federal recovery funds. It was her job to ensure that each grant met the prescribed Overall Benefit requirements and adhered to funding caps and limits, as well as establishing the description, National Objective, beneficiary and performance goals for each activity.
- Her team was also responsible for submission of the QPRs for each grant award and ensuring that the reported data reconciled to the State's fiscal and programmatic records.

County Auditor, Goliad County, 2003 – 2007

- Served as chief financial officer for the county. Responsible for budget, inventory, accounts payable, risk management, human resources, financial reporting, annual audit, departmental audits and ensuring compliance with applicable State and Federal laws and regulations.
- When Phyllis was first appointed to the position, the county had a history of budgetary non-compliance, and only had a six-week year-end operating fund balance. During her tenure, the county operated within its annual budget each year and by the end of her term, had achieved a four-month year-end operating fund balance.

Transportation Grant Accountant, Golden Crescent Regional Planning Commission, 2001 – 2003

- Performed desk audits of sub-recipient draw requests from local Rural and Medical Transit Authorities and created/submitted a comprehensive draw to Texas Department of Transportation (TxDOT) to draw federal DOT and Medicare funds on behalf of those local entities.
- She also reviewed annual grant applications submitted by each entity to determine eligibility and propose grant awards to TxDOT.

County Auditor, DeWitt County, 1991 – 2001

- Served as chief financial officer for the county. Responsible for budget, inventory, accounts payable, risk management, human resources, financial reporting, annual audit, departmental audits and ensuring compliance with applicable State and Federal laws and regulations. During her tenure, she served on the Texas Association of County Auditor's Board of Directors and the County received the Government Finance Officers Association Award of Excellence for Financial Reporting each year she was in office.

Victoria County, 1983 – 1991

Audit Clerk – County Auditor's Office, 1983 - 1989

- Accounts payable, departmental audits, bank reconciliation, general accounting duties.

Chief Deputy Treasurer – County Treasurer's Office, 1989 – 1991

- General Ledger management, bank reconciliation, payroll/personnel management, development and management of chart of accounts, and general accounting duties.

H2BRAVO

JENNIFER MOLINARI

Program Management Lead

MCS
MOLINARI CONSULTING SERVICES

22 YEARS OF EXPERIENCE

Areas of Expertise

- CDBG-DR Program Design & Implementation
- Federal & State Housing Policy Expertise
- Disaster Recovery Operations & Strategic Planning
- HUD & FEMA Regulatory Compliance
- Multifamily and Single-Family Housing Program Oversight
- Public Sector Project Management

Professional Development

- P M Professional Certification Training
- HOME Certified Specialist
- Davis-Bacon
- 2 CFR Part 200

Employment History

- Molinari Consulting Services, Austin, TX (2023-2025)
- Program Manager for Housing Authority of City of Fort Myers Multifamily CDBG-DR Projects (9/2023 – Present)
- Texas General Land Office, Austin, TX (2017-2023)
- Director of CDBG-DR Housing Programs (9/2017 – 2023)
- Texas Department of Housing and Community Affairs, Austin, TX (1995-2017)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than twenty years of experience in the strategic development, administration, and oversight of multi-billion-dollar initiatives. She specializes in the Community Development Block Grant – Disaster Recovery (CDBG-DR) program, as well as the HOME Investment Partnerships Program, and has led large-scale, high-impact programs at both the state and local levels.
- Project Manager, Housing Authority of the City of Fort Myers: Currently managing multifamily housing projects funded through CDBG-DR, focusing on recovery and redevelopment efforts post-Hurricane Ian.
- Director of CDBG-DR Housing Programs, Texas General Land Office: Led administration of over $2.7 billion in housing recovery funds following Hurricane Harvey, including single-family and rental housing programs. Designed and implemented new programs from the ground up, establishing strategic plans, operational benchmarks, and compliance systems that ensured successful audits and delivery.
- Demonstrated proficiency in program implementation in the delivery of several high-profile housing recovery programs and activities, three of which had no precedence, with no major audit or compliance issues.

PAST AND PRESENT PROJECTS

Program Manager, Housing Authority of City Fort Myers CDBG-DR Projects – Molinari Consulting Services, September 2023 – Present

- Manage multifamily housing redevelopment projects funded through CDBG-DR, supporting long-term disaster recovery and affordable housing initiatives.
- Coordinate with stakeholders and contractors to ensure timely delivery of federally funded housing projects within compliance and budget parameters.
- Provide subject matter expertise on HUD regulations, project controls, and reporting requirements tied to CDBG-DR funding.

Director, CDBG-DR Housing Programs – Texas General Land Office (GLO) September 2017 – 2023

- Directed state-run single-family housing programs totaling over $2 billion and rental housing programs exceeding $700 million for Hurricane Harvey disaster recovery.
- Led strategic planning and operational implementation for new disaster recovery housing programs, resulting in the successful launch of three first-of-their-kind initiatives.
- Developed and implemented comprehensive policies, procedures, and program guidelines ensuring compliance with HUD regulations and 2 CFR Part 200.
- Oversaw program performance, expenditure tracking, and federal reporting to ensure alignment with timelines, benchmarks, and state/federal audit standards.
- Managed internal teams and external vendors to optimize workflow and ensure consistent, high-quality project delivery.

Director, HOME Program – Texas Department of Housing and Community Affairs (TDHCA) 2012 – 2017

- Oversaw the administration of over $20 million annually in HOME funding for single-family housing activities statewide.
- Ensured compliance with HUD regulations, managing commitment and expenditure deadlines, reporting deliverables, and annual performance targets.
- Developed and monitored programmatic goals aligned with federal guidelines and state priorities, strengthening housing delivery across urban and rural regions.
- Served as primary point of contact for HUD audits and monitoring visits, with a successful record of no major findings.

H2BRAVO

EMILY BATTS

Program Controls



11 YEARS OF EXPERIENCE

Areas of Expertise

- Program Controls
- Federal Grant Programs
- Budgeting
- Contract Management
- Cash Flow Projections & Analysis
- Invoicing
- Procurement
- Tracking Receivables
- Process Improvement
- Monitoring Support
- Expenditures Projections
- Power BI
- Tableau

Education

- BS, Small Business Management/HR,
- Southeastern University, 2008

Employment History

- H2Bravo, LLC, Project Manager, 2022 - Present
- Dow Chemical, Data Manager, 2017-2022
- AECOM, Project Controls, 2015-2017
- URS Corporation, Project Controls, 2012 - 2015
- Performance Contractors, Payroll, 2008-2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ 10 years of experience with program controls, for private and government funded projects.
- ✓ Responsibilities include providing cash flow reports to Project Managers, tracking change orders, invoicing, collecting aged receivables, and procurement of subcontractors.
- ✓ Has experience completing month-end reports with balance sheet reconciliations using reports obtained from SAP.
- ✓ Has software training for Power BI, SAP, and Microsoft Office accounting and program controls for FEMA and HUD CDBG-DR funded grant programs and private sector projects.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager – Houston, TX, 2022-Present

- Working with contractors on their invoices to make sure they meet GLO requirements.
- Helped implement changes to the draw process to get contractors paid sooner and reduce RFIs.
- Tracking Contractor draw submittals to make sure H2Bravo meets our 7 day turn around to GLO.
- Created tracking and ability to assign the responsibly party for RFIs.

Build it Back Program Closeout, Deputy PM – NY, NY, 2023-Present

- Working for the NYC Housing Recovery Office (HRO) executive management and staff on the close out of applicants from Hurricane Sandy Recovery Program.
- Responsible for assisting with the creation of a database and workflow for applicant close out. Including the mapping of HUD vouchers to individual contractor payments.

Dow Chemical – Dow Logistics Technology Center, Data Manager– Plaquemine, LA, 2017-2022

- Managed Budgeting and Forecasting data for all Logistic plants for Dow Chemical.
- Monitor all sites monthly to make sure they are staying within their budget for the year.
- Managed multiple Forecasting and budgeting Dashboards for Dow Leadership.
- Responsible for 11 sites rail invoicing.

- Assisted with data transfer, invoicing, new contracts when Logistics of rail and marine were sold for the 11 sites.
- Worked on Benchmark project for 2017 to 2020 visiting sites to help find areas to save money and increase production.
- We also would share technology between sites if it would be beneficial to their process.

Financial Analyst, AECOM, Louisiana Shelter at Home (SAH) Program, 2016 - 2017

- Assisted with the startup of Shelter at Home project.
- Participated in hiring temp staff and management of Case Managers.
- Responsible for project reports, and reporting on Subcontractors.
- Worked with the call center team to establish call logging protocals.
- Implemented tracking of calls and applications received each day to setup their call log.

AECOM, Armand Corporation, New York Governor's Office of Storm Recovery (GOSR), New York Rising Housing Recovery Program, Financial Analyst, 2015 - 2017

- Assisted with the Program financial controls and budgeting functions and financial data analysis and invoicing for the GOSR Program.
- Responsible for Project accounts receivable and accounts payable.
- Quarterly reporting on workforce to the State.

Project Controls, URS/AECOM, Texas General Land Office (GLO) Programs, 2013 - 2017

- Managed the project controls and budgeting functions including forecasting and financial data analysis and invoicing for the GLO Program.
- Performed data quality assurance reviews on program inspections to ensure the integrity of billings.
- Responsible for overall project financial management, including both accounts receivable and accounts payable.
- The Texas GLO programs included City of Galveston Round 1, Lower Rio Grande Valley Development Council (LRGVDC) Round 2, Souteast Texas Regional Planning Commission (SETX-RPC) and City of Galveston Round 2.

H2BRAVO

RYAN BRACH

Project Manager



4 YEARS OF EXPERIENCE

Areas of Expertise

- Program Management
- Call Center Management
- Policy Development
- Human Resources
- Finance
- Data Management

Education

- Masters of Business Administration, Loyola University, New Orleans, LA 2003
- Bachelors of Business Administration, Loyola University, New Orleans, LA 2000

Employment History

- H2Bravo, LLC, 2021–Present
- Rotolos Franchising, 2018–2021
- Beach Pizza Management, 2008–2018

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Brach has over a decade of experience with operations management, policy creation, human resources, strategic planning, and project oversight through his time in the restaurant industry.
- His experience as a C-level leader in the franchise industry and a multi-unit business owner lends itself to maximizing the resources and efficiency as a project manager for H2Bravo.

PAST AND PRESENT PROJECTS

Data, Reporting, and Finance Lead , Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources.
- This unified system also tracked all case manager time, firm billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- The Reporting Lead examines the data within the system of record and generates comprehensive reports, which serve as essential management tools for the case management firms. They take a proactive approach to analyzing the data, actively seeking out trends that reveal how cases are progressing through the process. Additionally, conducting quality control for each case to ensure accuracy, verifying that the correct information, and documentation is on file is a key to reporting accuracy.

Lafourche Parish Hurricane Ida Substantial Damage Assessments, Deputy Project Manager – Baton Rouge, LA, 2021.

- Managed the day-to day activities of a call center with regards to damaged homes in Lafourche Parish due to Hurricane Ida with a population of over 18,000 homes. The call center staff was tasked with researching applicant files,

calling homeowners for inspections, and actively managing the data collected throughout the process.
- Developed and implemented Standard Operating Procedures for research tasks including training, troubleshooting, and oversight.
- Assisted in quality controls and production management for call center staff.
- Tracked and managed staff payroll with regards to program budgets and efficiency.

H2BRAVO

ROSS WOODS

Project Manager

20 YEARS OF EXPERIENCE

Areas of Expertise

- Advanced proficiency in Microsoft Excel, MS Office Suite, Salesforce, Power BI, Visio, Microsoft Dynamics, Google Analytics, Smartsheet, and Quickbase
- Data management and Analytics, including proficiency with SQL, R, and Python
- User Acceptance Testing
- AI prompt engineering and API Implementation
- Project Management and Agile
- Methodologies
- Change Management
- Federal cross-cutting grant management & compliance (CDBG, CDBG-DR, CDBG-MIT, CPF, URA)

Education

- SMBA // Economic Development, Eastern University, St. Davids, PA, Graduated 2014
- BBA // Real Estate, University of Georgia, Athens, GA, Graduated 2006

Employment History

- Qualis Consulting, LLC, 2025
- GrantWorks, 2023-2025
- NYC Office of Technology and Innovation, 2021-2023
- NYC Mayor's Office of Housing Recovery Operations, 2019-2021
- Capital Access, Inc. 2014-2019
- HOPE worldwide 2009-2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ Proven leader in managing cross-functional teams and concurrent work streams to drive measurable results. Skilled in advancing tech adoption, boosting revenue, and streamlining operations.
- ✓ Passionate about leveraging tech-enabled solutions that create meaningful impact for clients and communities.

PAST AND PRESENT PROJECTS

Founder & Principal Consultant, Qualis Consulting LLC, Founded 2021, New York, NY, Apr 2025 – Present

- Lead a boutique consulting firm, delivering strategic, tech-enabled solutions to public, nonprofit, and private sector clients. Services include grant management, product development, and operational modernization.
- Partner with government agencies and nonprofits to design and implement compliant, high-impact programs
- Advise clients on business process reengineering and digital transformation strategies
- Cultivate a mission-driven, capacity-building approach centered on sustainable outcomes

Associate Vice President, Community Development, GrantWorks, New York, NY, Mar 2023 – Apr 2025

- Led strategic partnerships with local and state government agencies, nonprofit organizations, and private sector stakeholders to develop and implement largescale program solutions, including over $1 billion in active grant funds to drive sustainable community development, infrastructure, and housing initiatives across multiple regions
- Led UI redesign and implemented automation in GrantWorks' project management platform, enhancing user adoption and streamlining project tracking for 550+ projects across 250 clients
- Developed progress billing for administrative contract milestones, unlocking ~$3 million in billable revenue and accelerating billing timelines
- Designed initiatives to prioritize employee retention and increase opportunities for employee career advancement, overseeing 75+ staff members across six departmental divisions

- Conducted revenue projections analysis and overhauled billing structures, enabling accurate budget forecasting for $1 billion in active grant funds

Senior Program Manager, COVID-19 Technology Initiatives (Consultant), NYC Office of Technology and Innovation, New York, NY, Feb 2021 – Feb 2023

- Oversaw team of 25 providing program management and quality assurance for the VAX application on behalf of the NYC Office of Technology and Innovation Scaled VAX platform through 19 major releases to support over 50 public and private providers which administered 4.3 million COVID vaccines across 2,500 sites in under two years
- Led end-to-end provider management and support including onboarding, training, operations management, support, and reporting & analytics
- Coordinated across multiple city agencies, including City Hall, to execute evolving and emergent public health imperatives, including retooling the application to support the Monkeypox vaccine
- Led agency support and user acceptance testing for the NYC Emergency Housing Voucher Case Tracker, which integrates client referrals across 13 city agencies for tracking and reporting through voucher issuance

Associate Director, NYC Mayor's Office of Housing Recovery Operations, New York, NY, Feb 2019 – Feb 2021

- Ensured compliance with federal, state, and local regulations in the administration of the $2.2B CDBG-DR funded Build it Back (BIB) housing recovery program
- Oversaw organization-wide data management, analysis, and reporting
- Managed special projects including the City's acquisition or buyout of stormdamaged properties, complex Duplication of Benefits coordination, and closeout of the CDBG-DR grant

Consultant, Capital Access, Inc., New York, NY, Aug 2014 – Feb 2019

- Oversaw a portfolio of projects and client engagements in the role of relationship manager assisting clients with the development and implementation of strategic solutions
- Managed various cross-departmental work streams leading a project team of up to 13 members responsible to ensure applicant eligibility and non-duplication of benefits for over 1,500 homeowners served through BIB
- Proven ability to strategically identify insightful solutions to problems as evidenced by decreasing total applicant processing timeframe from 6 months down to 3 months for the $80M New York State Acquisition for Redevelopment program

National Field Director, HOPE worldwide, Wayne, PA, Jan 2009 – Oct 2013

- Led the retooling and rebranding of the AmeriCorps program into a workforce development program to equip 17- to 24-year-olds for careers in the nonprofit sector
- Oversaw a federally funded AmeriCorps program that engaged 150+ AmeriCorps members to serve 1,100 at-risk youth annually
- Responsible for drafting and allocating annual budget of $500K, grant compliance and reporting, marketing and program enrollment, and publicfacing program representation
- Created and facilitated the National Youth Advisory Council to encourage yearround local service with HOPE worldwide generating interest in AmeriCorps resulting in a 150% increase in program applications

H2BRAVO

JENNIFER SMITH

Program Management Lead



13 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- FEMA Programs
- Program Setup
- Data Management Systems
- Production Metrics
- Grant Administration
- Policy Development
- Contractor Management

Education

- B.S., Science, Louisiana State University, Health Science Center, Baton Rouge, LA, 2010

Employment History

- H2Bravo, LLC, 2017–Present
- AECOM, 2012–2017
- Baton Rouge General Medical Center, 2010–2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than ten years of experience with project operations, production, and oversight for federally funded housing recovery programs. This experience includes preparing staffing plans and work breakdown schedules, and process implementation.
- Knowledgeable about FEMA programs and disaster case management programs.
- Excels in management and quality assurance of data management systems, ensuring compliance with personally identifiable information (PII) requirements and correct organization of project files.
- Experienced with rapid start-up, helping establishing project teams and call centers within 48 hours of award.
- Ensures completion of work on schedule and within budget by analyzing workflow and setting schedules.
- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance for disaster recovery efforts related to Hurricanes Rita, Ike, and Dolly.

PAST AND PRESENT PROJECTS

Project Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- Provides programmatic oversight to all 4 case management firms.
- Responsible for day-to-day program operations and maintains close collaboration with the client, ensuring consistent updates on the operations of each case management firm.
- Manages the inspection process for the program and works to ensure every eligible home is inspected as quickly as possible.
- Collaborates with the client and all case management firms to come up with creative solutions for otherwise unsolvable cases.
- Develops policies and procedures in accordance with program guidelines and provides training to the case management firms ensuring all staff are operating within program guidelines.
- Develops logic for the system of record and provides training to all case management firms ensuring accurate use of the system.

- Responsible for overall data management and reviews all reporting for accuracy.
- Manages the daily production and quality controls of all tasks ensuring program goals are achieved.

Operations Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – H2Bravo, Lafourche, LA, December 2021 – January 2022

- Provided management, direction, and oversight of the activities associated with all call center staff.
- Managed the day-to-day activities of the call center staff who were responsible for reviewing and researching applicant files as well as calling and scheduling substantial damage inspections.
- Developed policies and procedures in accordance with program guidelines and provided employee training to ensure all staff were operating within program guidelines.
- Managed the daily production and quality controls of all tasks ensuring program goals were achieved.

Project Manager, Office of Community Development, Restore Louisiana (RELA) – H2Bravo, Baton Rouge, LA February 2020 – September 2021

- Provided direction, management, and oversight of the activities associated with the Small Business Loan (SBA) reimbursement task.
- Worked with the team to developed eligibility criteria and process flow, reviewed eligibility data, provided oversight and guidance to staff completing the reviews.
- Managed applicant question and concerns, managed applicant appeals and made the final determination for these files.
- Worked with the client and construction team to resolve applicant concerns and addressed any additional requests from the applicant. Reviewed and reconciled programmatic data to ensure accuracy.

Eligibility Specialist, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Austin, TX, 2019 – February 2020

- Ensured that applications met the criteria established by GLO before progressing through the Program.
- Reviewed applicants' initial submissions to the Program for items such as FEMA flood zones, HUD income levels, property ownership, and primary residence, and validates that submitted properties were damaged by Hurricane Harvey.
- Identified application deficiencies and worked with Program staff until applications are complete.
- Conducted quality control reviews of income to ensure accuracy and completeness, and reviewed receipts to determine expense eligibility.
- Worked with the Environmental Team reviewing Damage Repair Verifications (DRVs) to determine what proposed action is required before the application entered the Environmental Review Process.

IT Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Austin, TX, 2017–2018

- Helped to develop the data management system that guided applicants through the PREPS process, ensuring that all applicants met each necessary milestone through completion.

- Provided daily support to the Construction and Production Managers as needed for all aspects of the Program. These included applicant research and data analysis.

Deputy Program Manager, Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Shelter at Home (SAH) Program—AECOM, Baton Rouge, LA, 2016–2017

- Assisted the Program Manager as the team performed program management, outreach, intake, and eligibility determination, as well as site inspections and construction administration.
- Assisted in establishing the team and call center within 48 hours of award.

Production Manager, New York Governor's Office of Storm Recovery (NY GOSR), Special Services Block Grant (SSBG) Program—AECOM, New York, NY, 2015

- Responsible for the daily operation of the team. Coordinated and tracked team assignments and held the team to deadlines.
- Educated the team on project policies, procedures, and updates.
- Maintained the project standard operating procedures (SOPs) library; updated all documents as process workflow and implementation plans changed.
- Served as single point of contact for the back-house applicant analysis tasks, serving as liaison between field and office staff.
- Led a team of approximately 22 full-time employees.

Deputy Production Manager, NY GOSR, SSBG Program—AECOM, New York, NY, 2015

- Assisted the Production Manager manage the process flow and resolving inefficiencies.
- Coordinated team leads and hand-offs of applicants within the population, as the applications moved through multi-step task work streams.
- Managed the day-to-day tasks of in-house teams for document review and identification.
- Served as the point of contact between field operations and back-house operations.

Construction Production Supervisor, Texas GLO, Hurricanes Ike, Rita, and Dolly Disaster Recovery Programs—AECOM, Austin, TX, 2012–2015

- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance efforts related to Hurricanes Rita, Ike, and Dolly.
- Responsible for day-to-day operation of the Plans and Specifications Team, ensuring that assignments moved through the production process and back to the field.

TASK 5

CLAIMS, APPEALS, AND CASE REVIEWS

H2BRAVO

TASK 5 – CLAIMS, APPEALS, AND CASE REVIEWS

Understanding of Requirements

The State requires a vendor to establish standardized processes for handling claims, appeals, and exceptions. These processes must ensure that case decisions are consistent, timely, and fully documented while creating records that can withstand state and federal oversight. Deliverables include written procedures that define workflows, escalation protocols, and decision-making criteria; standardized tools such as review checklists, decision logs, and applicant notification templates; staff training materials; and protocols for maintaining audit-ready files.

The challenge is balancing the need for consistency with the reality that disaster recovery programs frequently involve unique household circumstances. Applicants may have complex ownership histories, unusual documentation, or conflicting benefit records. Without clear procedures, staff may reach inconsistent conclusions, creating risks of inequity, audit findings, or even litigation. Success requires structured workflows, strong training, and a tiered review process that ensures fairness, transparency, and compliance.

H2Bravo Approach

Our approach to claims, appeals, and case reviews rests on three principles: clarity, consistency, and audit readiness.

We begin by drafting procedures that set out the steps for each case type. Appeals are routed through workflows that specify decision points, required documentation, and escalation protocols. For example, an initial denial due to missing documentation may trigger a checklist-based reassessment, followed by a review completed by a senior specialist if the applicant contests the decision. Exceptions are documented through decision logs that capture the justification, the authority used, and the evidence supporting the outcome.

We develop standardized tools to reinforce consistency. Review checklists guide staff through required steps, while decision logs create a permanent audit trail. Notification templates ensure applicants receive clear, timely communication that explains the decision, the rationale, and available next steps.

Training is central to execution. We prepare training programs, job aids, and practical exercises to equip staff to apply program rules uniformly, escalate complex cases, and document every decision in a transparent and defensible manner.

Finally, we embed audit readiness into the entire process. Case files are built with all required documentation included up front, eliminating the need for reconstruction when monitoring or audits occur. This ensures fairness for applicants, consistent application of policy, and defensibility under federal and state oversight.

Anticipated Deliverables

- **Written procedures.** H2Bravo will draft procedures that define workflows, escalation protocols, and decision standards for claims, appeals, and exceptions. These will establish the documentation

required, the authority for exceptions, and the criteria for consistent, timely determinations.

- **Standardized tools.** We will deliver review checklists, decision logs, and applicant notification templates that guide staff and produce transparent, auditable records of every case decision.
- **Training materials.** We will prepare training programs, job aids, and case study exercises that help staff apply rules consistently, recognize escalation triggers, and document determinations thoroughly.
- **Audit readiness protocols.** We will establish file standards that ensure every case contains a complete evidentiary record, eliminating the need for file reconstruction during audits.
- **Support for oversight inquiries.** H2Bravo will assist in responding to HUD or state monitoring visits by preparing case summaries, cross-referencing documentation, and drafting evidence-based responses.

Key Personnel

Title	Staff
Policy Development & Case Management Oversight Lead	Jennifer Smith Heather Brothers
Policy & Program Design Lead	Reid Bruce Chad Herndon
Program Controls - Financial & Data Specialists	Emily Batts Ryan Brach
Construction Appeals & Exceptions Specialist	Drew Sweet Barry Stringer
Sr. Advisor - CDBG Housing Programs Advisor	Jennifer Molinari Martin Rivera
Forms/Graphics Specialist	Non-Key Employee
Reporting Analyst	Non-Key Employee
Administration	Non-Key Employee

Relevant Experience

In New York City's Build it Back program, H2Bravo developed and implemented claims and appeals procedures for thousands of applicants. Our team created decision logs and notice templates that reduced confusion and improved applicant communication. In Houston and Harris County, we supported the General Land Office's housing programs by ensuring that construction case determinations and appeals were fully documented and defensible. In Louisiana's Hurricane Ida Disaster Case Management Program, we provided review and appeals support for more than 16,000 applicants, ensuring files were complete and audit-ready for FEMA and HUD oversight. Across these programs, we demonstrated the ability to manage high volumes of case reviews fairly, consistently, and with full compliance.

KEY PERSONNEL RESUMES FOR TASK 5

H2BRAVO

H2BRAVO

JENNIFER SMITH

Program Management Lead



13 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- FEMA Programs
- Program Setup
- Data Management Systems
- Production Metrics
- Grant Administration
- Policy Development
- Contractor Management

Education

- B.S., Science, Louisiana State University, Health Science Center, Baton Rouge, LA, 2010

Employment History

- H2Bravo, LLC, 2017–Present
- AECOM, 2012–2017
- Baton Rouge General Medical Center, 2010–2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than ten years of experience with project operations, production, and oversight for federally funded housing recovery programs. This experience includes preparing staffing plans and work breakdown schedules, and process implementation.
- Knowledgeable about FEMA programs and disaster case management programs.
- Excels in management and quality assurance of data management systems, ensuring compliance with personally identifiable information (PII) requirements and correct organization of project files.
- Experienced with rapid start-up, helping establishing project teams and call centers within 48 hours of award.
- Ensures completion of work on schedule and within budget by analyzing workflow and setting schedules.
- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance for disaster recovery efforts related to Hurricanes Rita, Ike, and Dolly.

PAST AND PRESENT PROJECTS

Project Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- Provides programmatic oversight to all 4 case management firms.
- Responsible for day-to-day program operations and maintains close collaboration with the client, ensuring consistent updates on the operations of each case management firm.
- Manages the inspection process for the program and works to ensure every eligible home is inspected as quickly as possible.
- Collaborates with the client and all case management firms to come up with creative solutions for otherwise unsolvable cases.
- Develops policies and procedures in accordance with program guidelines and provides training to the case management firms ensuring all staff are operating within program guidelines.
- Develops logic for the system of record and provides training to all case management firms ensuring accurate use of the system.

- Responsible for overall data management and reviews all reporting for accuracy.
- Manages the daily production and quality controls of all tasks ensuring program goals are achieved.

Operations Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – H2Bravo, Lafourche, LA, December 2021 – January 2022

- Provided management, direction, and oversight of the activities associated with all call center staff.
- Managed the day-to-day activities of the call center staff who were responsible for reviewing and researching applicant files as well as calling and scheduling substantial damage inspections.
- Developed policies and procedures in accordance with program guidelines and provided employee training to ensure all staff were operating within program guidelines.
- Managed the daily production and quality controls of all tasks ensuring program goals were achieved.

Project Manager, Office of Community Development, Restore Louisiana (RELA) – H2Bravo, Baton Rouge, LA February 2020 – September 2021

- Provided direction, management, and oversight of the activities associated with the Small Business Loan (SBA) reimbursement task.
- Worked with the team to developed eligibility criteria and process flow, reviewed eligibility data, provided oversight and guidance to staff completing the reviews.
- Managed applicant question and concerns, managed applicant appeals and made the final determination for these files.
- Worked with the client and construction team to resolve applicant concerns and addressed any additional requests from the applicant. Reviewed and reconciled programmatic data to ensure accuracy.

Eligibility Specialist, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Austin, TX, 2019 – February 2020

- Ensured that applications met the criteria established by GLO before progressing through the Program.
- Reviewed applicants' initial submissions to the Program for items such as FEMA flood zones, HUD income levels, property ownership, and primary residence, and validates that submitted properties were damaged by Hurricane Harvey.
- Identified application deficiencies and worked with Program staff until applications are complete.
- Conducted quality control reviews of income to ensure accuracy and completeness, and reviewed receipts to determine expense eligibility.
- Worked with the Environmental Team reviewing Damage Repair Verifications (DRVs) to determine what proposed action is required before the application entered the Environmental Review Process.

IT Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Austin, TX, 2017–2018

- Helped to develop the data management system that guided applicants through the PREPS process, ensuring that all applicants met each necessary milestone through completion.

- Provided daily support to the Construction and Production Managers as needed for all aspects of the Program. These included applicant research and data analysis.

Deputy Program Manager, Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Shelter at Home (SAH) Program—AECOM, Baton Rouge, LA, 2016–2017

- Assisted the Program Manager as the team performed program management, outreach, intake, and eligibility determination, as well as site inspections and construction administration.
- Assisted in establishing the team and call center within 48 hours of award.

Production Manager, New York Governor's Office of Storm Recovery (NY GOSR), Special Services Block Grant (SSBG) Program—AECOM, New York, NY, 2015

- Responsible for the daily operation of the team. Coordinated and tracked team assignments and held the team to deadlines.
- Educated the team on project policies, procedures, and updates.
- Maintained the project standard operating procedures (SOPs) library; updated all documents as process workflow and implementation plans changed.
- Served as single point of contact for the back-house applicant analysis tasks, serving as liaison between field and office staff.
- Led a team of approximately 22 full-time employees.

Deputy Production Manager, NY GOSR, SSBG Program—AECOM, New York, NY, 2015

- Assisted the Production Manager manage the process flow and resolving inefficiencies.
- Coordinated team leads and hand-offs of applicants within the population, as the applications moved through multi-step task work streams.
- Managed the day-to-day tasks of in-house teams for document review and identification.
- Served as the point of contact between field operations and back-house operations.

Construction Production Supervisor, Texas GLO, Hurricanes Ike, Rita, and Dolly Disaster Recovery Programs—AECOM, Austin, TX, 2012–2015

- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance efforts related to Hurricanes Rita, Ike, and Dolly.
- Responsible for day-to-day operation of the Plans and Specifications Team, ensuring that assignments moved through the production process and back to the field.

H2BRAVO

HEATHER BROTHERS

Partner/Program Manager



23 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- FEMA PA Program
- FEMA STEP Program
- Environmental Review
- Grant Administration
- Operational Planning
- Program Design
- Program Policy Development
- Contractor Management
- Construction Management
- Production Management
- Organizational Leadership
- Program Implementation
- Program Start-up

Education

- BS, Finance, Louisiana State University, 1999

Employment History

- H2Bravo, Project/Program Manager, 2017 - Present
- URS Corporation/AECOM, Project Manager 2010 - 2017
- URS Corporation, Project Controls – 2005 – 2010
- Lockwood, Andrews & Newman, Project Controls – 2002 – 2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Senior Project Manager with expertise in implementing housing recovery programs with both FEMA PA and HUD CDBG-DR funds. Heather has excelled in this role since 2008, and her experience spans across several states including Texas, Mississippi, New Jersey, New York and Louisiana.
- Detail oriented and process driven project manager, with a rare and key ability to maintain a production-oriented focus to keep housing recovery programs moving forward and on schedule through mining and analyzing data to proactively identify and address issues and production chokepoints.
- Developed expertise through involvement and management of disaster recovery programs containing large-scale scattered site projects, multi-family housing, environmental review, policy development, program implementation, quality assurance, labor standards, fair housing and construction management.
- In addition to her proven ability to implement CDBG-DR projects, she has been instrumental in the development of these programs for sub-recipients, including the development of critical processes and removal of barriers to the successful delivery of funds to individual projects.
- Project Manager for several Disaster Recovery Housing Assistance Programs including Single Family Owner-Occupied, Single Family Rental, Multi-family Rental, and Slum and Blight Demolition.
- Heather is a critical resource due to her vast library of lessons learned and ability to identify opportunities for increased efficiency. Of note, one of Heather's $195M CDBG-DR housing projects endured a multiday audit with no findings and received praise from HUD.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager (2020 – present).

- Production manager for the construction management component of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for day to day construction management operations, including contractor coordination, management of the contractor invoice review team, management of change orders, inspector coordination and issue resolution.

- Heather is also responsible for overall data management and reporting.

Production Manager, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-2020

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing. After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs. The program will reimburse approximately 3,000 Texas Homeowners by early 2020.
- Ms. Brothers' skills and previous CDBG-DR experience were used to help design a successful program implementation approach. She manages production of eligibility reviews, duplication of benefits reviews, reimbursement calculations and environmental reviews for the program. She works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2017-2018

- The Partial Repair and Essential Power for Sheltering Program was a FEMA funded temporary sheltering program the State of Texas is successfully implemented after Hurricane Harvey hit in August 2017. The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- Ms. Brothers managed production of inspections and construction progress for the program. She worked to ensure every homeowner was served as quickly as possible. She also assisted in evaluating change orders, developing the program database, reviewing inspection documents, construction issue resolution, and resolving contractor and homeowner issues.

AECOM, Project Manager, 2010 – 2017

Operations Manager, State of Louisiana, Louisiana Shelter at Home (SAH) Program – August 2016 Floods, Louisiana, 2016-2017

- The Shelter at Home Program is a FEMA funded temporary sheltering program the State of Louisiana successfully implemented after the historic floods that hit in August 2016. The program provided over 10,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their flood damaged homes.
- Ms. Brothers oversaw Case Management, Call Center and Production operations for this program. She worked successfully to ensure every application was properly evaluated and served as quickly and efficiently as possible. She also assisted the construction team in evaluating change orders, reviewing inspections documents, construction issue resolution, and contractor and homeowner issues.

Program Manager, Texas General Land Office (GLO) Lower Rio Grande Valley Development Council (LRGVDC), Hurricane Dolly Housing Round 2 Non-Rental, Rental Program, Texas, 2015-2017

- The HUD CDBG disaster recovery program consists of the construction or relocation of over 750 single family owner occupied homes, constructing 12 single family rental homes, 5 multi-family developments.

- The program team performed program development tasks, Notice of Funding Availability development, Fair Housing reviews, proposed site reviews, application intake, eligibility reviews, environmental reviews, housing quality inspections, damage inspections including scope development, house plan development including Section 504 requirements, construction inspection services, contractor management, labor standards oversite, draw requests processing, financial management, quality assurance and project closeout.

Program Manager, Texas General Land Office (GLO) City of Galveston, Hurricane Ike Housing Round 2 Non-Rental Program, Texas, 2015-2016

- The HUD CDBG disaster recovery program consists of the construction of over 300 single-family owner-occupied homes in the City of Galveston Ms. Brothers was responsible for directing the successful administration of this grant with financial, reporting, construction management and compliance oversight.
- Ms. Brothers' ability to notice barriers and develop processes to remove those barriers was instrumental to complete construction on some of the largest and most difficult rehabilitation projects in this program.
- The program team performed program development tasks, outreach, application intake, eligibility, environmental reviews, housing quality inspections, damage inspections, house plan development, coordination with state and local historical commissions, coordination with City of Galveston staff, construction inspection services, contractor management, draw request processing, financial management, quality assurance and are in the final stages of project closeout.

Program Manager, Texas General Land Office (GLO) South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Round 2 Non-Rental, Rental and Slum and Blight Program, Texas, 2012-2017

- The HUD CDBG disaster recovery program consists of construction of over 800 single family owned and occupied homes in Southeast Texas, relocation of 59 families to newly purchased homes, construction of 55 single family rental homes, 5 multi-family developments including over 450 public housing units, and demolition of over 500 blighted properties with funding over $195M.
- Ms. Brothers is responsible for directing the successful administration of this grant with financial responsibilities, reporting, implementation of AFFH requirements, construction management, and compliance oversight, from the development of program through construction of each home, multi-family development or demolition project.

City of Galveston Hurricane Ike, Round 1, Texas General Land Office – Environmental Manager, 2011 – 2013

Project Manager, South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Program Round 1, Texas, 2010-2012

- The HUD CDBG disaster recovery program consists of the construction of over 700 single family homes in southeast Texas.
- Ms. Brothers was responsible for leading the project, which included housing quality standards inspections, damage assessments, plan development, construction inspections and contractor management for single family homes.

- Ms. Brothers' process development skills were used to create efficient, organized approach to designing and constructing quality single family homes for qualified applicants of this program. The program delivered more than 700 professionally designed, sustainable housing projects.

Hurricane Katrina CBDG-DR Program, Mississippi Development Authority – Environmental Manager, 2008 - 2010

H2BRAVO

REID BRUCE, J.D.

Program Manager



15 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- Intake and Eligibility
- Processing
- Call Center Management
- Policy Development
- Compliance Monitoring
- Anti-Fraud, Waste, & Abuse
- Duplication of Benefits
- Federal Grant Administration
- FEMA Housing Programs
- FEMA STEP Program
- HUD Community Development Block Grant (CDBG) Programs

Education

- J.D., University of Mississippi, Oxford, MS, 2002
- B.A., Sociology, Millsaps College, Jackson, MS, 1999

Employment History

- H2Bravo, LLC, 2013-Present
- URS Corporation, 2011-2013
- Horne LLP, 2009-2011

Licenses

- Law License, Mississippi

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 15 years of program management and grant management experience with FEMA disaster recovery and HUD CDBG programs.
- Extensive experience working in many of the country's largest and most complicated post-disaster housing programs, to include FEMA assistance programs and disaster case management.
- Develops efficient and cost-effective disaster recovery programs by incorporating best practices and lessons learned from other jurisdictions.
- Contributed to processes that have become industry standards, such as HUD-accepted methods of calculating duplication of benefits and reimbursement, valuations of completed permanent repairs, construction pricing, procurement of construction contractors, and methods of ensuring effective construction contractor performance.
- Works with grantees nationwide to develop innovative processes and incorporate new technologies into disaster recovery programs.
- Practiced law and specialized in complex housing, insurance, and construction fraud litigation.

PAST AND PRESENT PROJECTS

Program Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022-Present

- Responsible for the design of the State of Louisiana's innovative disaster case management program that was created in response to Hurricane Ida.
- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources. This unified system also tracked all case manager time, firm

billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- Reid and the H2Bravo team worked extensively with GOHSEP leadership to develop unique solutions to the problems that presented themselves after Ida, such as assisting the state with transitioning survivors from travel trailers that were used as non-congregate shelters due to the Covid pandemic.

Policy Advisor, New York City (NYC) Mayor's Office of Housing Recovery Operations, Build it Back Program Closeout – H2Bravo, New York, NY 2022-Present

- Assisted the City with developing closeout policies and procedures to close out approximately $2.2B in grant funding for one of the most complex housing disaster recovery projects in the nation.
- Worked with City leadership to analyze expenditures and documentation to protect the City's federal grant funding for Hurricane Sandy.
- Assisted with the development of a closeout review and documentation system that HUD has recognized as a nationwide best practice.

Project Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – Baton Rouge, LA, 2021-2022

- Provided program management for Lafourche Parish's FEMA-PA funded program to inspect 17,000+ homes and businesses that are located in the 100-year floodplain after Hurricane Ida to determine if those structures were substantially damaged.
- Tasks included managing call center operations, developing the overall architecture for the database used for both property-owner interactions and inspections and providing overall program design services for H2Bravo's prime contractor.
- Mr. Bruce also worked directly with various stakeholders to manage and refine multiple data sets relating to property owners, and directly with the subcontractor that was tasked with performing inspections to ensure that the program was designed in a manner that facilitated performing hundreds of inspections per day to meet the client's FEMA-mandated deadlines.

Policy and Compliance Advisor, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, 2020-Present

- Worked with H2Bravo's program manager and H2Bravo's prime contractor to address many of the complex issues that are present in the City of Houston and Harris County, including the presence of hundreds of Homeowner's Associations, Civic Clubs and other entities with individualized planning and building requirements, that impacted design and construction timelines.
- Mr. Bruce also worked to develop innovative procedures that captured lessons learned and best practices in an effort to streamline program delivery while ensuring compliance with the Texas General Land Office's program guidelines and HUD requirements.

Program Manager, GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Houston, TX, 2018–2019

- Developed the policies and processes for implementation of the State of Texas' $100 million CDBG-DR–funded program to provide reimbursement to homeowners for out-of-pocket home repair expenses related to Hurricane Harvey.
- Managed the back-office H2Bravo team that was responsible for eligibility reviews, verification of benefits, duplication of benefits, reimbursement determinations, and environmental reviews.
- Helped the Texas GLO to develop more effective ways to process reimbursement applications while maintaining compliance with federal requirements, which shortened the program's overall duration by more than a year.

Program Manager, Texas GLO, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2017–2018

- Managed call center and case management operations for the PREPS Program, including the development of outreach strategies and processes that were used to contact more than 80,000 impacted applicants who were potentially eligible for PREPS assistance.
- Developed case management tools and protocols for applicant engagement and education, complaints management, and inspection scheduling.
- Developed a unique system for tracking and reporting issues that allowed applicant issues to be escalated, resolved, and communicated.
- Provided internal compliance oversight for the PREPS Program, including drafting Program standard operating guidelines and forms, and internal monitoring of compliance with program rules and FEMA regulations.

Policy Advisor, New York City (NYC) Department of Housing Preservation and Development (HPD), Hurricane Sandy Housing Acquisition Program—H2Bravo, New York, NY, 2015–2017

- Helped the NYC HPD to develop a unique and innovative acquisition for a redevelopment, buyout, and relocation incentives program that was focused on using various property purchase mechanisms to achieve long-term resilience goals in a dense urban environment.
- Developed disposition strategies and end-use methodologies that allowed for redevelopment of acquired properties and restricted redevelopment of buyout properties.
- Allowed for the responsible redevelopment of acquired properties where possible, so that future land use was not unduly restricted.
- Developed methods for providing additional grants to the owners of Sandy-impacted properties, which allowed owners to purchase new properties in NYC after selling their storm-impacted properties for either redevelopment or use as open space.
- Helped to create the Edgemere Hazard Mitigation Plan, which led to the acquisition and buyout of multiple properties in the Edgemere Urban Renewal Area.

Program Policy Manager, NYC Housing Recovery Office (HRO), CDBG Disaster Recovery—H2Bravo, New York, NY, 2013–2017

- Provided policy management and development, construction process development, HUD compliance, NEPA compliance, barrier identification and resolution, risk management, and strategic consulting for the City of New York's Housing Recovery Office.
- Provided regulatory compliance consulting services to the City of New York during the development and implementation of its CDBG-funded disaster recovery program.
- Worked closely with program leadership and staff in a dynamic and complex environment to identify and resolve complex regulatory issues involving the federal requirements inherent to CDBG-funded programs and their application within a dense urban environment.
- Helped the city's construction management teams to implement the city's unique repair and reconstruction program options.
- Overhauled the city's complex set of policies, procedures, and guidelines to allow the program to function more rapidly and cost-effectively.

Policy Manager, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, New York, NY, 2013–2014

- Provided program policy and compliance consulting, HUD compliance analysis, and construction policy analysis for New York's CDBG-funded disaster recovery program.
- Helped subrecipient staff and contractors identify and anticipate long-term construction compliance and implementation issues for NY's innovative disaster recovery program.
- Helped design and implement damage assessment processes and advised subrecipients regarding CDBG and federal cross-cutting requirements.

Program Policy Manager, National Environmental Policy Act (NEPA), Elevation, and Stafford Act Compliance, Texas GLO, Multiple Regional Programs—URS, TX, 2011–2013

- Provided planning, project development, contractor management, oversight, and issues resolution for four stand-alone subrecipient programs.
- Worked with subrecipients, fair housing advocates, the GLO, and other stakeholders to design and perform needs assessments; draft program guidelines; and design the framework for delivering single-family, owner-occupied repair and reconstruction programs; single-family rental programs; homebuyer assistance programs; and the state of Texas' innovative homeowner opportunity voluntary relocation program.
- Worked to develop and implement a unique process for assigning construction contractors, which eliminated barriers and sped the reconstruction and repair of damaged residential structures.

Program Policy Manager, Texas GLO, Round 1 Single-Family Rehabilitation and Reconstruction Program—URS, Galveston, TX, 2012–2013

- Provided project management, contractor management, oversight, and issues resolution following the Texas GLO's assumption of management responsibilities for the City of Galveston's underperforming single-family repair and reconstruction program.
- Worked with stakeholders to facilitate the smooth transition from a subrecipient administered program to a state-run program, including the development of a state administered construction contractor pool, the transfer of construction oversight responsibilities, and the takeover of hundreds of incomplete construction projects.
- Worked with state and local officials to develop revised guidelines, policies, and procedures to facilitate successful completion of the program.

H2BRAVO

CHAD HERNDON

Head of Construction Management and Chief Technology Officer



27 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- FEMA Programs
- Data Management
- Database Development
- Construction Management
- Contractor Interface
- Storm Damage Assessments
- Cost Estimating
- Feasibility Analysis
- Architectural Design
- Benefit-Cost Analysis

Education

- B.B.A., Business Administration and Marketing, Northeast Louisiana University, 1999
- U.S. Army Command and General Staff College, Ft. Leavenworth, KS, 2009

Employment History

- H2Bravo, LLC, 2013–Present
- URS Corporation, 2006–2013
- U.S. Army, 2004–2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 27 years of experience managing the development, delivery, and construction of disaster recovery programs.
- Has unique skills and knowledge of developing data management systems that are used for the case management and construction management aspects of disaster recovery programs.
- Managed over $2 billion in FEMA Sheltering and Temporary Essential Power (STEP) and CDBG Disaster Recovery (CDBG-DR) housing projects from program design through completion of construction.
- This effort included program design and guidelines that were translated into data management systems to assist with workflow and track all aspects of the project for client reporting.
- Oversaw development of a custom inspection app that was deployed to field staff and that integrated inspection findings directly into the project database.
- Retired as a Colonel in the Louisiana Army National Guard. Last assignment was Director of Strategic Plans. This involved planning all organizational strategic plans to include domestic emergency response operations. This includes close coordination with the State Office of Emergency Response as well as local representatives.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Program Construction Manager (2020 – present).

- Program construction management lead for the implementation of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for program design and leading the implementation and construction management for over $800M in repair and reconstruction of storm damaged homes.
- Key actions include damage assessments, scope of work development, builder assignments, progress, and final site inspections, pay application reviews, reporting and close-out.

Systems Development Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments—H2Bravo, Lafourche, LA, 2000–present

- Lead the development and implementation of inspection software and information management systems to support project call center and field inspection teams.
- Oversaw development of a custom inspection app that was deployed to field staff and integrated inspection findings directly into the project database.
- Oversaw development of public-facing call center software to enable the team to schedule and complete more than 18,000 inspections in a three-month period.
- Used information to help the Parish Floodplain Manager and the building department to make substantial damage estimations to support proper repair and reconstruction recovery efforts.

Construction Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2016–2017

- Served as Construction Manager for the State of Texas' $230 million emergency housing repair and sheltering initiative following the flooding from Hurricane Harvey in August 2017.
- Managed and directed a 200+ person management team and 15 construction contractors to accomplish the construction on 17,000 homes in five months.

Construction Manager, Louisiana Shelter at Home (SAH) Program—H2Bravo, Baton Rouge, LA, 2016–2017

- Managed and oversaw a 200+ person management team and nine construction contractors representing 2,200 skilled and unskilled workers to accomplish the construction on 12,000 homes in four months.

Technical Advisor, NYC Mayor's Office of Housing Recovery Operations (HRO), Build it Back Program—H2Bravo, Brooklyn, NY, 2015–2016

- Served as technical advisor to the program and construction management teams for the $268 million Build It Back/Brooklyn CDBG-DR Hurricane Sandy Housing Recovery program.
- Developed inspection standards and construction scopes of work, and supported procurements, pricing, construction inspections, and all other construction administration program functions for more than 800 flooddamaged houses in Brooklyn, NY.

Project Team Lead, NYC HRO, Build It Back Program—H2Bravo, New York, NY, 2013–2016

- Led the project team during startup of the $1.3 billion CDBG-DR Build It Back Program for Hurricane Sandy.
- Developed operational design, environmental review process, inspection standards, quality assurance (QA) process, contractor procurement, and compliance monitoring.

Project Manager, Galveston County, GLO Homeowner Assistance Programs (HAP) for Southeast Texas, the City of Galveston, the Lower Rio Grande Valley and Bastrop—H2Bravo, Galveston, TX, 2013–2016

- Served as Project Manager for compliance monitoring of a $230 million CDBG-DR housing program with more than 1,400 structures being monitored for program compliance.

Technical Advisor, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, Long Island, NY, 2013–2015

- Served as technical advisor to the Construction Manager for the $800 million CDBG-DR Hurricane Sandy housing recovery program.
- Provided expertise and assistance with design and implementation of all aspects of damage assessment, scope of work development, pricing, and design for repair, elevation, or reconstruction of more than 4,000 single-family housing projects.

Project Manager, Southeast Texas Regional Planning Commission, Hurricane Ike Housing Recovery Program—URS, Southeast TX, 2012–2013

- Served as Project Manager for $95 million single-family housing recovery program and $190 million multi-family housing recovery program.
- Responsible for overall project direction, planning, data system development, client interface, and project controls for more than 1,900 single- and multi-family housing units.
- Oversaw program management design, supervised project team, reviewed and approved program policies, conducted project set-ups and contract closings, and oversaw construction management.

Project Manager, Texas GLO, Hurricane Ike Housing Recovery Programs—URS, Austin, TX, 2009–2013

- Served as Project Manager for over $500 million in CDBG-DR grants to repair, elevate, and reconstruct houses damaged from Hurricane Ike flooding.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of more than 4,000 rehabilitation and reconstruction projects.

Project Manager, City of Galveston, Hurricane Ike Housing Construction Program—URS, Galveston, TX, 2009–2011

- Served as Project Manager for the takeover of a failed $167 million housing construction program from a previous consultant.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of rehabilitation and reconstruction projects.

Project Manager, New Orleans Charity Hospital Mitigation and Relocation—URS, New Orleans, LA, 2006–2011

- Served as key manager in securing over $500 million in FEMA funds to relocate and rebuild the medical center.
- Led project team during field assessments to record missing storm damages for all 23 buildings on LSU Medical Center campus.

H2BRAVO

EMILY BATTS

Program Controls



11 YEARS OF EXPERIENCE

Areas of Expertise

- Program Controls
- Federal Grant Programs
- Budgeting
- Contract Management
- Cash Flow Projections & Analysis
- Invoicing
- Procurement
- Tracking Receivables
- Process Improvement
- Monitoring Support
- Expenditures Projections
- Power BI
- Tableau

Education

- BS, Small Business Management/HR,
- Southeastern University, 2008

Employment History

- H2Bravo, LLC, Project Manager, 2022 - Present
- Dow Chemical, Data Manager, 2017-2022
- AECOM, Project Controls, 2015-2017
- URS Corporation, Project Controls, 2012 - 2015
- Performance Contractors, Payroll, 2008-2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ 10 years of experience with program controls, for private and government funded projects.
- ✓ Responsibilities include providing cash flow reports to Project Managers, tracking change orders, invoicing, collecting aged receivables, and procurement of subcontractors.
- ✓ Has experience completing month-end reports with balance sheet reconciliations using reports obtained from SAP.
- ✓ Has software training for Power BI, SAP, and Microsoft Office accounting and program controls for FEMA and HUD CDBG-DR funded grant programs and private sector projects.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager – Houston, TX, 2022-Present

- Working with contractors on their invoices to make sure they meet GLO requirements.
- Helped implement changes to the draw process to get contractors paid sooner and reduce RFIs.
- Tracking Contractor draw submittals to make sure H2Bravo meets our 7 day turn around to GLO.
- Created tracking and ability to assign the responsibly party for RFIs.

Build it Back Program Closeout, Deputy PM – NY, NY, 2023-Present

- Working for the NYC Housing Recovery Office (HRO) executive management and staff on the close out of applicants from Hurricane Sandy Recovery Program.
- Responsible for assisting with the creation of a database and workflow for applicant close out. Including the mapping of HUD vouchers to individual contractor payments.

Dow Chemical – Dow Logistics Technology Center, Data Manager– Plaquemine, LA, 2017-2022

- Managed Budgeting and Forecasting data for all Logistic plants for Dow Chemical.
- Monitor all sites monthly to make sure they are staying within their budget for the year.
- Managed multiple Forecasting and budgeting Dashboards for Dow Leadership.
- Responsible for 11 sites rail invoicing.

- Assisted with data transfer, invoicing, new contracts when Logistics of rail and marine were sold for the 11 sites.
- Worked on Benchmark project for 2017 to 2020 visiting sites to help find areas to save money and increase production.
- We also would share technology between sites if it would be beneficial to their process.

Financial Analyst, AECOM, Louisiana Shelter at Home (SAH) Program, 2016 - 2017

- Assisted with the startup of Shelter at Home project.
- Participated in hiring temp staff and management of Case Managers.
- Responsible for project reports, and reporting on Subcontractors.
- Worked with the call center team to establish call logging protocals.
- Implemented tracking of calls and applications received each day to setup their call log.

AECOM, Armand Corporation, New York Governor's Office of Storm Recovery (GOSR), New York Rising Housing Recovery Program, Financial Analyst, 2015 - 2017

- Assisted with the Program financial controls and budgeting functions and financial data analysis and invoicing for the GOSR Program.
- Responsible for Project accounts receivable and accounts payable.
- Quarterly reporting on workforce to the State.

Project Controls, URS/AECOM, Texas General Land Office (GLO) Programs, 2013 - 2017

- Managed the project controls and budgeting functions including forecasting and financial data analysis and invoicing for the GLO Program.
- Performed data quality assurance reviews on program inspections to ensure the integrity of billings.
- Responsible for overall project financial management, including both accounts receivable and accounts payable.
- The Texas GLO programs included City of Galveston Round 1, Lower Rio Grande Valley Development Council (LRGVDC) Round 2, Souteast Texas Regional Planning Commission (SETX-RPC) and City of Galveston Round 2.

H2BRAVO

RYAN BRACH

Project Manager



4 YEARS OF EXPERIENCE

Areas of Expertise

- Program Management
- Call Center Management
- Policy Development
- Human Resources
- Finance
- Data Management

Education

- Masters of Business Administration, Loyola University, New Orleans, LA 2003
- Bachelors of Business Administration, Loyola University, New Orleans, LA 2000

Employment History

- H2Bravo, LLC, 2021–Present
- Rotolos Franchising, 2018–2021
- Beach Pizza Management, 2008–2018

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Brach has over a decade of experience with operations management, policy creation, human resources, strategic planning, and project oversight through his time in the restaurant industry.
- His experience as a C-level leader in the franchise industry and a multi-unit business owner lends itself to maximizing the resources and efficiency as a project manager for H2Bravo.

PAST AND PRESENT PROJECTS

Data, Reporting, and Finance Lead , Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources.
- This unified system also tracked all case manager time, firm billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- The Reporting Lead examines the data within the system of record and generates comprehensive reports, which serve as essential management tools for the case management firms. They take a proactive approach to analyzing the data, actively seeking out trends that reveal how cases are progressing through the process. Additionally, conducting quality control for each case to ensure accuracy, verifying that the correct information, and documentation is on file is a key to reporting accuracy.

Lafourche Parish Hurricane Ida Substantial Damage Assessments, Deputy Project Manager – Baton Rouge, LA, 2021.

- Managed the day-to day activities of a call center with regards to damaged homes in Lafourche Parish due to Hurricane Ida with a population of over 18,000 homes. The call center staff was tasked with researching applicant files,

calling homeowners for inspections, and actively managing the data collected throughout the process.
- Developed and implemented Standard Operating Procedures for research tasks including training, troubleshooting, and oversight.
- Assisted in quality controls and production management for call center staff.
- Tracked and managed staff payroll with regards to program budgets and efficiency.

H2BRAVO

DREW SWEET

QA Manager



16 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- Program Management
- Project Management
- Construction Management
- Contactor Interface
- Damage Assessments
- Cost Estimating
- Feasibilty Analysis
- Cost Benefit Analysis
- Data Management
- Residential Design
- Meeting Facilitation
- Public Meetings

Education

- B.A., English Literature, Wheaton College, 2003

Employment History

- H2Bravo, 2018 - Present
- The City of New York, Mayor's Office of Housing Recovery Operations 2014-2018
- TRF Development Partners, 2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Sweet is an experienced Project and Program Manager with over 10 years of experience in the construction industry, including over 4 years managing the development, delivery, and operations of disaster recovery programs.
- Mr. Sweet was a key manager for the construction operations for the NYC Build It Back Program, first managing the pre-construction services for over 12,000 storm damaged homes, then as Deputy Director, managing planning, environmental compliance, reimbursements, and technical services.
- His focus on process, design, construction and implementation, provides the leadership and skills necessary to manage multiple inspectors, architects, and construction contractors.
- He ensures that all aspects of the project plan are coordinated and executed to achieve timely progress and compliance with program requirements.
- With key capabilities in construction, project management, and issue resolution, he has the proven ability to accomplish complicated projects and deliver a quality product.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Reporting and Change Order Manager, 2020 – present

- Responsible for tracking and reporting on building permit submittals and approvals and project progress tracking.
- Drew also coordinates with builders and the client on change orders, including reviewing builder justification documentation and preparing compliance documentation for change order expenditures.

Quality Assurance Manager, GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-Present

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing.
- After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs.
- The program will reimburse approximately 3,000 Texas Homeowners by early 2020. Mr. Sweet's skills and previous CDBG-DR experience were used to help design a successful program implementation approach. He manages the

quality assurance reviews, appeals, and duplication of benefits data for the program. He works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2018

- The Partial Repair and Essential Power for Sheltering Program is a FEMA funded temporary sheltering program the State of Texas is successfully implementing after Hurricane Harvey hit in August 2017.
- The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- After joining the team mid-project, Mr. Sweet's experience was utilized by multiple groups on the PREPS program.
- He managed the IT team and assets, and performed quality control reviews of inspection documents and scope modification requests, identifying and addressing various risks and workflow inefficiencies.
- As the lead for program closeout, he managed staff roll-off, facility and equipment disposal, and data consolidation and turnover, ensuring the program was wrapped up quickly and efficiently.

Housing Recovery Operations, Build it Back Program, Deputy Director, Pre-Construction, Design & Technical Services – New York, NY, 1/17-3/18;

- Oversight of multiple teams focused on delivering all assessment, environmental and design requirements necessary to initiate CDBG-DR compliant rehabilitation, elevation and reconstruction of approximately 12,000 storm damaged homes in New York City. Key responsibilities included:
- Maintenance and revision of program construction standards and policies in compliance with NYC Building codes & the requirements of HUD for CDBG-DR programs, training of staff in the implementation of those standards and policies, and subsequent auditing and quality reviews of select construction scopes for adherence.
- Strategic planning to rebuild within complex logistical conditions including lack of street access, outdated and private infrastructure, and evaluation of alternative construction methods for cost, schedule, resiliency, efficiency and feasibility.
- Working with Legal and Policy teams to develop program policies for handling of conflicts regarding legality of existing buildings, units built contrary to Zoning and Building Code, and multiple other site specific conditions.
- Manage staff to evaluate proper construction pathways given site and building conditions

Housing Recovery Operations, Build it Back Program, Pre-construction Team Lead – New York, NY, 7/15-12/16;

- Managed both the pre-construction team and primary consultant contract, and was responsible for implementing policies and procedures and resolving issues pertaining to individual and multiple applicants. Key responsibilities included:
- Contract management for the primary $58.6M pre-construction services contract, including negotiation of a contract amendment and wholly new $3.5M contract, weekly and monthly progress meetings, establishing and adjusting performance goals, and monitoring production to improve performance and report delivery.
- Management of the production and quality control issues for all damage assessments, feasibility reports, appraisals, lead risk assessments, Tier II's and specialized environmental and engineering

reports, including identification of trends, deficiencies, and resolution of specific issues.
- Regular review of SOP's and necessary updates to SOP's and related documents, including apprising consultant of policy revisions, programmatic priorities, and revised guidance for DOB and FEMA on Substantial Damage and Substantial Improvement calculation methodology.
- Overall management of all preconstruction activities, including leading weekly team progress meetings, coordination with other team leads and other city agencies, forecasting and reporting completed and anticipated volume, and working with leadership and the policy team to create programs necessary to suit the evolving requirements.
- Creation of new programs and procedures to improve service to applicants including tailoring processes for new agency partners, the reimbursement of elevated and rebuilt homes, and addressing lead safe housing issues.

Housing Recovery Operations, Build it Back Program, Project Manager – New York, NY, 3/14-7/15:

- Created, implemented and executed policies and procedures for multiple special projects, and worked closely with assessment consultant to improve quality refine deliverables to meet evolving needs account for unanticipated in-field scenarios.
- Special projects included attached homes, homes over water, condos, multiple structure lots and various other non-traditional technical issues, including engaging multiple city agencies to correct map and database errors improve program delivery, and that hindered the program and negatively impacted both applicants and non-applicant residents alike, and working as liaison between consultants, IT and data teams to correct unique and systemic issues with third party and in-house generated data gaps and errors.
- Utilized experience in residential renovation, including framing, plumbing, electrical and finish work, to advise team members on residential-specific solutions, including anticipated scope and cost, and to evaluate rehabilitation scopes and damage assessments for thoroughness and unnecessary items.

TRF Development Partners – Consulting Project Manager, Baltimore, MD, 1/13-12/13;

- Established operations in a quickly expanding office while also managing the Design and Construction phases of residential rehabilitation and new construction projects, the rental maintenance staff, and working with neighborhood organizations.
- Managed completion of 21 renovation and new construction properties, design and construction of another 25 properties, and completed the design of 8 more, totaling more than 90,000 sq ft of finished space and over $8M in construction costs.
- Assessed, improved and streamlined the baseline scope, processes and documents in order to address numerous problems identified as recurrent in earlier projects.
- Leveled and assessed bids, and negotiated contracts for over 30 projects; managed contract adherence, invoicing and quality.

Jones Lang LaSalle Americas, Inc., Project Manager, Washington, DC, 3/07-7/11;

- Managed all phases of various Tenant Improvement projects, from programming and design through construction and closeout. Primary responsibilities included:
- Creating and managing complex scopes, schedules and budgets; and tracking and approving all costs, and development of design and installation requirements
- Managed over 20 projects in 5 states with costs in excess of $100M, and assisted in the management of an additional 7 projects exceeding $300M in project costs

H2BRAVO

KELLY (BARRY) STRINGER

Project Coordinator



31 YEARS OF EXPERIENCE

Areas of Expertise

- CDBG Programs
- Project Management
- QA/QC
- Quantity Survey
- Contract Administration
- Project Scheduling
- Estimating

Education

- B.S. Psychology 1992, Louisiana State University

Employment History

- H2Bravo, 2020 - Present
- S.E.D. Services, Inc. - New Orleans, LA (2006 – 2019) Project Manager
- Swenson-Clyburn Contract Supply, Inc. – Baton Rouge, LA (1992 – 2005) Project Manager

PAST AND PRESENT PROJECTS

Harris County and City of Houston Homeowner Assistance Programs (2020-Present)

- Provided Quality Assurance in builder and damage assessor reviews. Responsibilities included the review of scope of work as it pertains to code (Federal, State, City and Local Municipality) requirements, HUD standards and guidelines as it relates to Community Development Block Grant programs and Texas General Land Office Homeowner Assistance programs.
- Manage QC team responsible for initial damage assessment reviews and coordinate with Assessment team to ensure all code, HUD standards, and General Land Office policy requirements are implemented.
- Review of corresponding damages assessor's cost estimates for scope accuracy and feasibility.
- Review of corresponding builder's scope for initial bids and change orders for accuracy and feasibility for rehabilitation projects

New York City – Build it Back Program (2015-2017) - $2,700,000,000

- Provided Quality Assurance in residential plan reviews. Responsibilities included the review of architectural design and scope of work as it pertains to code (Federal, State, City and Local Municipality) requirements, HUD standards and guidelines as it relates to Community Development Block Grant programs, and Build It Back Minimum Program Standards.
- Review of corresponding cost estimates for scope accuracy and feasibility.

New York Rising Housing Recovery Program (2013-2015) - $4,500,000,000

- Project Coordinator for training and quality assurance for damage assessment and repair estimates of private residences.
- Responsibilities include the coordination of the alignment and the tracking of progress of assessments and documentation of damage and repair scope for the project.
- Performed quality assurance reviews of reports submitted by field assessment personal.

New Jersey – RREM Housing Recovery Program (2013) - $80,000,000

- Project Coordinator for training and quality assurance for damage assessment and repair estimates of private residences.
- Responsibilities include the coordination of the alignment and the tracking of progress of assessments and documentation of damage and repair scope for the project.
- Performed quality assurance reviews of reports submitted by field assessment personal.

Mississippi Development Authority – Neighborhood Home Program, Hurricane Recovery, Southern Mississippi (2011-2013) - $140,000,000

- Project Coordinator for training and quality assurance for damage assessment and repair estimates of private residences.
- Responsibilities include the coordination of the alignment and the tracking of progress of assessments and documentation of damage and repair scope for the project.
- Performed quality assurance reviews of reports submitted by field assessment personal.

MCLNO, Charity Hospital Campus and University Hospital Campus, Hurricane Recovery – Asset Protection, New Orleans, Louisiana (2009-2010) - $3,000,000

- Assistant Project Manager for the completion of temporary damage repair to Charity Hospital building, L&M building and Dibert building, progress field reports, contractor pay application review for submission to FP&C.

MCLNO, Charity Hospital Campus and University Hospital Campus, Hurricane Recovery, New Orleans, Louisiana (2007-2009) - $208,300,000

- Assistant Project Manager for the completion of damage assessment to two major medical facilities and ancillary buildings, damage assessment alignment with FEMA, conceptual estimating of initial damage findings, final estimation of damages for submission to FEMA for Project Worksheet modification.

Long Beach Medical Center, Hurricane Recovery, Long Beach, New York (2013-2014) - $50,000,000

- Estimator for the completion of damage assessment of a local medical facilities and ancillary buildings, damage assessment alignment with FEMA, conceptual estimating of initial damage findings, final estimation of damages for submission to FEMA for Project Worksheet modification.

LSU Health Sciences Center, Restoration of Main Campus, CSRB and MEB Buildings, Hurricane Recovery, New Orleans, Louisiana (2014) - $57,000,000

- Estimator for the completion of permanent repairs and mitigation of building functions and critical MEP systems and equipment, final estimation of damages for submission to FEMA for Project Worksheet modification.

LSU Health Sciences Center, Restoration of Main Dental School Campus, Hurricane Recovery, New Orleans, Louisiana (2014) - $34,400,000

- Estimator for the completion of permanent repairs and mitigation of building functions and critical MEP systems and equipment, final estimation of damages for submission to FEMA for Project Worksheet modification.

H2BRAVO

JENNIFER MOLINARI

Program Management Lead

MCS
MOLINARI CONSULTING SERVICES

22 YEARS OF EXPERIENCE

Areas of Expertise

- CDBG-DR Program Design & Implementation
- Federal & State Housing Policy Expertise
- Disaster Recovery Operations & Strategic Planning
- HUD & FEMA Regulatory Compliance
- Multifamily and Single-Family Housing Program Oversight
- Public Sector Project Management

Professional Development

- P M Professional Certification Training
- HOME Certified Specialist
- Davis-Bacon
- 2 CFR Part 200

Employment History

- Molinari Consulting Services, Austin, TX (2023-2025)
- Program Manager for Housing Authority of City of Fort Myers Multifamily CDBG-DR Projects (9/2023 – Present)
- Texas General Land Office, Austin, TX (2017-2023)
- Director of CDBG-DR Housing Programs (9/2017 – 2023)
- Texas Department of Housing and Community Affairs, Austin, TX (1995-2017)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than twenty years of experience in the strategic development, administration, and oversight of multi-billion-dollar initiatives. She specializes in the Community Development Block Grant – Disaster Recovery (CDBG-DR) program, as well as the HOME Investment Partnerships Program, and has led large-scale, high-impact programs at both the state and local levels.
- Project Manager, Housing Authority of the City of Fort Myers: Currently managing multifamily housing projects funded through CDBG-DR, focusing on recovery and redevelopment efforts post-Hurricane Ian.
- Director of CDBG-DR Housing Programs, Texas General Land Office: Led administration of over $2.7 billion in housing recovery funds following Hurricane Harvey, including single-family and rental housing programs. Designed and implemented new programs from the ground up, establishing strategic plans, operational benchmarks, and compliance systems that ensured successful audits and delivery.
- Demonstrated proficiency in program implementation in the delivery of several high-profile housing recovery programs and activities, three of which had no precedence, with no major audit or compliance issues.

PAST AND PRESENT PROJECTS

Program Manager, Housing Authority of City Fort Myers CDBG-DR Projects – Molinari Consulting Services, September 2023 – Present

- Manage multifamily housing redevelopment projects funded through CDBG-DR, supporting long-term disaster recovery and affordable housing initiatives.
- Coordinate with stakeholders and contractors to ensure timely delivery of federally funded housing projects within compliance and budget parameters.
- Provide subject matter expertise on HUD regulations, project controls, and reporting requirements tied to CDBG-DR funding.

Director, CDBG-DR Housing Programs – Texas General Land Office (GLO) September 2017 – 2023

- Directed state-run single-family housing programs totaling over $2 billion and rental housing programs exceeding $700 million for Hurricane Harvey disaster recovery.
- Led strategic planning and operational implementation for new disaster recovery housing programs, resulting in the successful launch of three first-of-their-kind initiatives.
- Developed and implemented comprehensive policies, procedures, and program guidelines ensuring compliance with HUD regulations and 2 CFR Part 200.
- Oversaw program performance, expenditure tracking, and federal reporting to ensure alignment with timelines, benchmarks, and state/federal audit standards.
- Managed internal teams and external vendors to optimize workflow and ensure consistent, high-quality project delivery.

Director, HOME Program – Texas Department of Housing and Community Affairs (TDHCA) 2012 – 2017

- Oversaw the administration of over $20 million annually in HOME funding for single-family housing activities statewide.
- Ensured compliance with HUD regulations, managing commitment and expenditure deadlines, reporting deliverables, and annual performance targets.
- Developed and monitored programmatic goals aligned with federal guidelines and state priorities, strengthening housing delivery across urban and rural regions.
- Served as primary point of contact for HUD audits and monitoring visits, with a successful record of no major findings.

H2BRAVO

MARTIN RIVERA

Program Management Lead



27 YEARS OF EXPERIENCE

Areas of Expertise

- Strategic Planning and Implementation
- Creating Administrative Structures Aligned with Funding Requirements
- Developing a Framework for Compliance and Quality Standards Environments
- Effective Leadership and Management in Executing and Sustaining Initiatives

Education

- BBA, Accounting, Southwest Texas State University
- Certified Fraud Examiner (Member #640328)

Employment History

- Principal – MKOR Consulting Services, LLC | 01/2023 – Present
- Deputy Director, Monitoring & Quality Assurance – Texas General Land Office |08/2020 – 02/2023
- Director, Quality Assurance & Process Improvement (QAPI) – Texas General Land Office | 02/2016 – 08/2020
- Quality Assurance & Process Improvement Manager / Manager IV – Texas General Land Office | 09/2011 – 01/2016
- Senior Quality Assurance & Quality Control Specialist / Auditor V – Texas General Land Office | (Role concurrent with above position; dates included above)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Over 27 years of specialized experience in federal grant administration, compliance, auditing, and monitoring, with a portfolio exceeding $13.5 billion in federal funding (CDBG-DR, CDBG-MIT, ARPA, and more).
- Designed and implemented enterprise-wide compliance frameworks and risk-based monitoring strategies that align with federal requirements under 2 CFR Part 200, HUD, FEMA, and Treasury guidelines.
- Developed Key Performance Indicators (KPIs), risk assessment tools, and internal controls to assess program performance, financial accuracy, and regulatory compliance.
- Led multi-disciplinary teams (50+ staff) across auditing, housing inspections, and community quality assurance to monitor and evaluate federally funded housing and infrastructure programs.
- Served as external audit liaison, coordinating responses to HUD OIG, FEMA, and Single Audit findings and developing defensible Corrective Action Plans (CAPs).
- Led investigations and oversight of fraud, waste, and abuse claims, coordinating with federal enforcement entities to protect program integrity.

PAST AND PRESENT PROJECTS

MKOR Consulting Services, LLC - Principal | 01/2023 — Present

- Founded to leverage my experience in state and federal grant administration, MKOR provides value-added solutions to organizations administering grants. As the principal, I focus on delivering comprehensive analysis and optimizing business processes that produce tangible results. These efforts drive actionable outcomes, accelerate service delivery to communities and their beneficiaries, and empower organizations to achieve their grant objectives.
- Harris County Flood Control District: As a subcontractor to GrantWorks and KSBR, LLC, MKOR enhances CDBG DR/MIT monitoring strategies, supports QA/QC reviews, and provides compliance support. We assist with policy and procedural enhancements, specializing in financial management support.
- Capital Access, Inc. (CAI): Under a master agreement with Stralto, Inc., MKOR supports CAI as a subcontractor, focusing on technical assistance and financial and grant management for the City of Fort Worth's Winter Storm Uri CDBG-DR program.

- Harris County Community Services Department: We were awarded a contract to enhance housing development efficiencies under ARPA and Community Land Trust initiatives. Although this partnership concluded earlier than anticipated, the experience reinforced our capabilities in navigating complex projects and provided valuable insights that continue to inform our approach to achieving grant objectives in challenging environments.

Texas General Land Office, Deputy Director, Monitoring & Quality Assurance | 08/2020 — 02/2023

- Spearheaded the strategic planning, development, and implementation of the Monitoring & Quality Assurance (M&QA) department's initiatives, ensuring effective oversight of a diverse portfolio.
- Directed and managed three specialized teams, totaling 50+ employees, with distinct focuses: the MQA team conducted audits and monitored grant activities, overseeing federal grants totaling $13.5 billion; the Housing QA team conducted inspections of single-family and multifamily housing construction; and the Community Quality Assurance team reviewed complaints and appeals for CDBF-DR programs.
- Achieved exceptional compliance and high-quality standards across disaster recovery operations through effective leadership and communication.
- Implemented and supervised risk assessment methodologies, comprehensive monitoring plans, and key performance indicators, facilitating over 100 annual reviews across all three teams.
- Supervised compliance, performance, and statutory audits, including financial, inspection, programmatic, and special reviews.
- Oversaw the preparation and presentation of audit, monitoring, and quality assurance reports, ensuring clear and concise communication of reportable issues. Reviewed corrective action plans to ensure effectiveness in addressing and resolving matters.
- Conducted real-time quality assurance reviews to ascertain financial and program compliance, resulting in value-added quality assurance reports and enhanced program operations.
- Guided and provided direction in managing fraud, waste, and abuse claims and reviews, collaborating effectively with federal agencies to ensure coordinated review outcomes and the execution of corrective action plans.
- Supervised the subrecipient single audit function.
- Served as the external audit liaison, leading the development of responses and corrective action plans to address published audit reports.

Texas General Land Office, Director, Quality Assurance & Process Improvement (QAPI) | 02/2016 - 08/2020

- Provided strategic direction and leadership for the QAPI department, overseeing its monitoring and auditing activities related to Federal programs.
- Spearheaded the coordination, development, and implementation of comprehensive risk assessments and monitoring plans.
- Created and assigned key performance indicators while establishing annual compliance goals and objectives. Approved and managed schedules, priorities, and performance standards to achieve set goals effectively and within required timeframes.
- Led the preparation of compliance reports, ensuring that corrective actions were strategically designed to address and resolve reportable issues.
- Liaison with external auditors, responding to audit reports and ensuring timely and effective resolution of identified issues by implementing corrective action plans.

TASK 8

PROGRAM PERFORMANCE MONITORING AND EVALUATION

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TASK 8 – PROGRAM PERFORMANCE MONITORING AND EVALUATION

Understanding of Requirements

The State requires a vendor to design and operate systems that track program performance and evaluate outcomes against established goals. Deliverables include program-specific timelines, milestone tracking tools, reporting templates, integrated dashboards, periodic evaluation reports, and technical assistance for HUD's Disaster Recovery Grants Reporting (DRGR) system.

The challenge is twofold. First, disaster recovery programs move through complex stages — intake, eligibility, damage inspections, environmental review, construction, and closeout — where delays in one stage ripple through the entire program. Without reliable milestone tracking, bottlenecks may go unnoticed until backlogs grow. Second, monitoring must capture both production speed and compliance. A program that rebuilds quickly but cannot demonstrate compliance with federal rules risks audit findings and repayment of funds. The monitoring framework must therefore align operational performance with compliance obligations.

H2Bravo Approach

We treat program performance as a production system, where each step is measured and managed.

We begin by developing timelines that reflect contractual requirements as well as operational realities such as permitting delays, contractor mobilization, and homeowner responsiveness. Milestone tracking tools monitor progress from intake through closeout, identifying bottlenecks and showing leadership where applicants are stalled.

We build dashboards that combine operational and compliance data into one picture. Metrics include application processing times, eligibility accuracy, inspection and construction progress, and closeout readiness, alongside compliance indicators such as duplication of benefits resolution, Section 3 participation, and issue resolution timeliness. This integration ensures leadership can see not only how fast the program is moving, but also whether it is moving compliantly.

Our evaluation framework goes beyond daily monitoring. We conduct periodic reviews to uncover systemic issues — recurring documentation errors, chokepoints in specific workflow stages, or contractor performance gaps. Findings are accompanied by recommendations, and we work with the State to implement corrective actions and monitor their effect.

We also provide technical assistance with DRGR to ensure activities are structured correctly and data is entered accurately. This reduces reporting discrepancies and strengthens the State's compliance posture with HUD. Finally, we apply risk-based monitoring so that higher-risk activities or contractors receive greater scrutiny, while routine activities with low error rates are handled more efficiently, preserving staff capacity for the most significant risks.

Anticipated Deliverables

- **Program-specific timelines.** H2Bravo will develop timelines that reflect both contractual requirements and operational conditions such as permitting and contractor mobilization. These

timelines will serve as the baseline for production monitoring and leadership decision-making.

- **Milestone tracking tools.** We will create tools that measure progress at each stage, highlight bottlenecks, and provide leadership with daily and weekly throughput visibility.
- **Reporting templates.** We will prepare standardized templates that capture program data consistently for internal management and external compliance reporting. Templates will align directly with HUD and state reporting requirements.
- **Performance dashboards.** We will design dashboards that integrate operational and compliance metrics into a single view, giving leadership real-time insight into both program speed and compliance.
- **Evaluation reports.** H2Bravo will produce periodic reports that identify systemic issues, provide findings and recommendations, and support the State in implementing corrective actions.
- **Technical assistance for DRGR.** We will provide hands-on support to ensure activities are structured correctly and that DRGR reporting is accurate, timely, and defensible.

Key Personnel

Title	Staff
Lead Program Performance Monitor	Heather Brothers Martin Rivera
Performance Metrics & Systems Integration Specialist	Drew Sweet Ryan Brach
Sr. Advisor - CDBG Housing Programs Advisor	Phyllis Foulds Jennifer Molinari
Compliance Monitoring and Oversight	Ross Woods Brandon Clark
Forms/Graphics Specialist	Non-Key Employee
Reporting Analyst	Non-Key Employee
Administration	Non-Key Employee

Relevant Experience

In New York City's Build it Back program, H2Bravo designed closeout protocols and dashboards that tracked more than 20,000 households, producing performance data that HUD later cited as best practice. In Houston and Harris County, our team developed monitoring systems that linked contractor throughput with compliance checks, ensuring production was both rapid and defensible. In Louisiana's Hurricane Ida Disaster Case Management Program, we monitored performance across four vendors serving more than 16,000 applicants, producing weekly dashboards that highlighted bottlenecks and compliance risks. Our staff also provided direct technical assistance to HUD on DRGR reporting, helping grantees structure activities and produce accurate reports. These experiences demonstrate H2Bravo's ability to monitor performance at scale, evaluate systemic issues, and drive corrective actions that improve both speed and compliance.

KEY PERSONNEL RESUMES FOR TASK 8

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HEATHER BROTHERS

Partner/Program Manager



23 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- FEMA PA Program
- FEMA STEP Program
- Environmental Review
- Grant Administration
- Operational Planning
- Program Design
- Program Policy Development
- Contractor Management
- Construction Management
- Production Management
- Organizational Leadership
- Program Implementation
- Program Start-up

Education

- BS, Finance, Louisiana State University, 1999

Employment History

- H2Bravo, Project/Program Manager, 2017 - Present
- URS Corporation/AECOM, Project Manager 2010 - 2017
- URS Corporation, Project Controls – 2005 – 2010
- Lockwood, Andrews & Newman, Project Controls – 2002 – 2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Senior Project Manager with expertise in implementing housing recovery programs with both FEMA PA and HUD CDBG-DR funds. Heather has excelled in this role since 2008, and her experience spans across several states including Texas, Mississippi, New Jersey, New York and Louisiana.
- Detail oriented and process driven project manager, with a rare and key ability to maintain a production-oriented focus to keep housing recovery programs moving forward and on schedule through mining and analyzing data to proactively identify and address issues and production chokepoints.
- Developed expertise through involvement and management of disaster recovery programs containing large-scale scattered site projects, multi-family housing, environmental review, policy development, program implementation, quality assurance, labor standards, fair housing and construction management.
- In addition to her proven ability to implement CDBG-DR projects, she has been instrumental in the development of these programs for sub-recipients, including the development of critical processes and removal of barriers to the successful delivery of funds to individual projects.
- Project Manager for several Disaster Recovery Housing Assistance Programs including Single Family Owner-Occupied, Single Family Rental, Multi-family Rental, and Slum and Blight Demolition.
- Heather is a critical resource due to her vast library of lessons learned and ability to identify opportunities for increased efficiency. Of note, one of Heather's $195M CDBG-DR housing projects endured a multiday audit with no findings and received praise from HUD.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager (2020 – present).

- Production manager for the construction management component of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for day to day construction management operations, including contractor coordination, management of the contractor invoice review team, management of change orders, inspector coordination and issue resolution.

- Heather is also responsible for overall data management and reporting.

Production Manager, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-2020

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing. After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs. The program will reimburse approximately 3,000 Texas Homeowners by early 2020.
- Ms. Brothers' skills and previous CDBG-DR experience were used to help design a successful program implementation approach. She manages production of eligibility reviews, duplication of benefits reviews, reimbursement calculations and environmental reviews for the program. She works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2017-2018

- The Partial Repair and Essential Power for Sheltering Program was a FEMA funded temporary sheltering program the State of Texas is successfully implemented after Hurricane Harvey hit in August 2017. The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- Ms. Brothers managed production of inspections and construction progress for the program. She worked to ensure every homeowner was served as quickly as possible. She also assisted in evaluating change orders, developing the program database, reviewing inspection documents, construction issue resolution, and resolving contractor and homeowner issues.

AECOM, Project Manager, 2010 – 2017

Operations Manager, State of Louisiana, Louisiana Shelter at Home (SAH) Program – August 2016 Floods, Louisiana, 2016-2017

- The Shelter at Home Program is a FEMA funded temporary sheltering program the State of Louisiana successfully implemented after the historic floods that hit in August 2016. The program provided over 10,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their flood damaged homes.
- Ms. Brothers oversaw Case Management, Call Center and Production operations for this program. She worked successfully to ensure every application was properly evaluated and served as quickly and efficiently as possible. She also assisted the construction team in evaluating change orders, reviewing inspections documents, construction issue resolution, and contractor and homeowner issues.

Program Manager, Texas General Land Office (GLO) Lower Rio Grande Valley Development Council (LRGVDC), Hurricane Dolly Housing Round 2 Non-Rental, Rental Program, Texas, 2015-2017

- The HUD CDBG disaster recovery program consists of the construction or relocation of over 750 single family owner occupied homes, constructing 12 single family rental homes, 5 multi-family developments.

- The program team performed program development tasks, Notice of Funding Availability development, Fair Housing reviews, proposed site reviews, application intake, eligibility reviews, environmental reviews, housing quality inspections, damage inspections including scope development, house plan development including Section 504 requirements, construction inspection services, contractor management, labor standards oversite, draw requests processing, financial management, quality assurance and project closeout.

Program Manager, Texas General Land Office (GLO) City of Galveston, Hurricane Ike Housing Round 2 Non-Rental Program, Texas, 2015-2016

- The HUD CDBG disaster recovery program consists of the construction of over 300 single-family owner-occupied homes in the City of Galveston Ms. Brothers was responsible for directing the successful administration of this grant with financial, reporting, construction management and compliance oversight.
- Ms. Brothers' ability to notice barriers and develop processes to remove those barriers was instrumental to complete construction on some of the largest and most difficult rehabilitation projects in this program.
- The program team performed program development tasks, outreach, application intake, eligibility, environmental reviews, housing quality inspections, damage inspections, house plan development, coordination with state and local historical commissions, coordination with City of Galveston staff, construction inspection services, contractor management, draw request processing, financial management, quality assurance and are in the final stages of project closeout.

Program Manager, Texas General Land Office (GLO) South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Round 2 Non-Rental, Rental and Slum and Blight Program, Texas, 2012-2017

- The HUD CDBG disaster recovery program consists of construction of over 800 single family owned and occupied homes in Southeast Texas, relocation of 59 families to newly purchased homes, construction of 55 single family rental homes, 5 multi-family developments including over 450 public housing units, and demolition of over 500 blighted properties with funding over $195M.
- Ms. Brothers is responsible for directing the successful administration of this grant with financial responsibilities, reporting, implementation of AFFH requirements, construction management, and compliance oversight, from the development of program through construction of each home, multi-family development or demolition project.

City of Galveston Hurricane Ike, Round 1, Texas General Land Office – Environmental Manager, 2011 – 2013

Project Manager, South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Program Round 1, Texas, 2010-2012

- The HUD CDBG disaster recovery program consists of the construction of over 700 single family homes in southeast Texas.
- Ms. Brothers was responsible for leading the project, which included housing quality standards inspections, damage assessments, plan development, construction inspections and contractor management for single family homes.

- Ms. Brothers' process development skills were used to create efficient, organized approach to designing and constructing quality single family homes for qualified applicants of this program. The program delivered more than 700 professionally designed, sustainable housing projects.

Hurricane Katrina CBDG-DR Program, Mississippi Development Authority – Environmental Manager, 2008 - 2010

H2BRAVO

MARTIN RIVERA

Program Management Lead



27 YEARS OF EXPERIENCE

Areas of Expertise

- Strategic Planning and Implementation
- Creating Administrative Structures Aligned with Funding Requirements
- Developing a Framework for Compliance and Quality Standards Environments
- Effective Leadership and Management in Executing and Sustaining Initiatives

Education

- BBA, Accounting, Southwest Texas State University
- Certified Fraud Examiner (Member #640328)

Employment History

- Principal – MKOR Consulting Services, LLC | 01/2023 – Present
- Deputy Director, Monitoring & Quality Assurance – Texas General Land Office |08/2020 – 02/2023
- Director, Quality Assurance & Process Improvement (QAPI) – Texas General Land Office | 02/2016 – 08/2020
- Quality Assurance & Process Improvement Manager / Manager IV – Texas General Land Office | 09/2011 – 01/2016
- Senior Quality Assurance & Quality Control Specialist / Auditor V – Texas General Land Office | (Role concurrent with above position; dates included above)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Over 27 years of specialized experience in federal grant administration, compliance, auditing, and monitoring, with a portfolio exceeding $13.5 billion in federal funding (CDBG-DR, CDBG-MIT, ARPA, and more).
- Designed and implemented enterprise-wide compliance frameworks and risk-based monitoring strategies that align with federal requirements under 2 CFR Part 200, HUD, FEMA, and Treasury guidelines.
- Developed Key Performance Indicators (KPIs), risk assessment tools, and internal controls to assess program performance, financial accuracy, and regulatory compliance.
- Led multi-disciplinary teams (50+ staff) across auditing, housing inspections, and community quality assurance to monitor and evaluate federally funded housing and infrastructure programs.
- Served as external audit liaison, coordinating responses to HUD OIG, FEMA, and Single Audit findings and developing defensible Corrective Action Plans (CAPs).
- Led investigations and oversight of fraud, waste, and abuse claims, coordinating with federal enforcement entities to protect program integrity.

PAST AND PRESENT PROJECTS

MKOR Consulting Services, LLC - Principal | 01/2023 — Present

- Founded to leverage my experience in state and federal grant administration, MKOR provides value-added solutions to organizations administering grants. As the principal, I focus on delivering comprehensive analysis and optimizing business processes that produce tangible results. These efforts drive actionable outcomes, accelerate service delivery to communities and their beneficiaries, and empower organizations to achieve their grant objectives.
- Harris County Flood Control District: As a subcontractor to GrantWorks and KSBR, LLC, MKOR enhances CDBG DR/MIT monitoring strategies, supports QA/QC reviews, and provides compliance support. We assist with policy and procedural enhancements, specializing in financial management support.
- Capital Access, Inc. (CAI): Under a master agreement with Stralto, Inc., MKOR supports CAI as a subcontractor, focusing on technical assistance and financial and grant management for the City of Fort Worth's Winter Storm Uri CDBG-DR program.

- Harris County Community Services Department: We were awarded a contract to enhance housing development efficiencies under ARPA and Community Land Trust initiatives. Although this partnership concluded earlier than anticipated, the experience reinforced our capabilities in navigating complex projects and provided valuable insights that continue to inform our approach to achieving grant objectives in challenging environments.

Texas General Land Office, Deputy Director, Monitoring & Quality Assurance | 08/2020 — 02/2023

- Spearheaded the strategic planning, development, and implementation of the Monitoring & Quality Assurance (M&QA) department's initiatives, ensuring effective oversight of a diverse portfolio.
- Directed and managed three specialized teams, totaling 50+ employees, with distinct focuses: the MQA team conducted audits and monitored grant activities, overseeing federal grants totaling $13.5 billion; the Housing QA team conducted inspections of single-family and multifamily housing construction; and the Community Quality Assurance team reviewed complaints and appeals for CDBF-DR programs.
- Achieved exceptional compliance and high-quality standards across disaster recovery operations through effective leadership and communication.
- Implemented and supervised risk assessment methodologies, comprehensive monitoring plans, and key performance indicators, facilitating over 100 annual reviews across all three teams.
- Supervised compliance, performance, and statutory audits, including financial, inspection, programmatic, and special reviews.
- Oversaw the preparation and presentation of audit, monitoring, and quality assurance reports, ensuring clear and concise communication of reportable issues. Reviewed corrective action plans to ensure effectiveness in addressing and resolving matters.
- Conducted real-time quality assurance reviews to ascertain financial and program compliance, resulting in value-added quality assurance reports and enhanced program operations.
- Guided and provided direction in managing fraud, waste, and abuse claims and reviews, collaborating effectively with federal agencies to ensure coordinated review outcomes and the execution of corrective action plans.
- Supervised the subrecipient single audit function.
- Served as the external audit liaison, leading the development of responses and corrective action plans to address published audit reports.

Texas General Land Office, Director, Quality Assurance & Process Improvement (QAPI) | 02/2016 - 08/2020

- Provided strategic direction and leadership for the QAPI department, overseeing its monitoring and auditing activities related to Federal programs.
- Spearheaded the coordination, development, and implementation of comprehensive risk assessments and monitoring plans.
- Created and assigned key performance indicators while establishing annual compliance goals and objectives. Approved and managed schedules, priorities, and performance standards to achieve set goals effectively and within required timeframes.
- Led the preparation of compliance reports, ensuring that corrective actions were strategically designed to address and resolve reportable issues.
- Liaison with external auditors, responding to audit reports and ensuring timely and effective resolution of identified issues by implementing corrective action plans.

H2BRAVO

DREW SWEET

QA Manager



16 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- Program Management
- Project Management
- Construction Management
- Contactor Interface
- Damage Assessments
- Cost Estimating
- Feasibilty Analysis
- Cost Benefit Analysis
- Data Management
- Residential Design
- Meeting Facilitation
- Public Meetings

Education

- B.A., English Literature, Wheaton College, 2003

Employment History

- H2Bravo, 2018 - Present
- The City of New York, Mayor's Office of Housing Recovery Operations 2014-2018
- TRF Development Partners, 2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Sweet is an experienced Project and Program Manager with over 10 years of experience in the construction industry, including over 4 years managing the development, delivery, and operations of disaster recovery programs.
- Mr. Sweet was a key manager for the construction operations for the NYC Build It Back Program, first managing the pre-construction services for over 12,000 storm damaged homes, then as Deputy Director, managing planning, environmental compliance, reimbursements, and technical services.
- His focus on process, design, construction and implementation, provides the leadership and skills necessary to manage multiple inspectors, architects, and construction contractors.
- He ensures that all aspects of the project plan are coordinated and executed to achieve timely progress and compliance with program requirements.
- With key capabilities in construction, project management, and issue resolution, he has the proven ability to accomplish complicated projects and deliver a quality product.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Reporting and Change Order Manager, 2020 – present

- Responsible for tracking and reporting on building permit submittals and approvals and project progress tracking.
- Drew also coordinates with builders and the client on change orders, including reviewing builder justification documentation and preparing compliance documentation for change order expenditures.

Quality Assurance Manager, GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-Present

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing.
- After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs.
- The program will reimburse approximately 3,000 Texas Homeowners by early 2020. Mr. Sweet's skills and previous CDBG-DR experience were used to help design a successful program implementation approach. He manages the

quality assurance reviews, appeals, and duplication of benefits data for the program. He works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2018

- The Partial Repair and Essential Power for Sheltering Program is a FEMA funded temporary sheltering program the State of Texas is successfully implementing after Hurricane Harvey hit in August 2017.
- The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- After joining the team mid-project, Mr. Sweet's experience was utilized by multiple groups on the PREPS program.
- He managed the IT team and assets, and performed quality control reviews of inspection documents and scope modification requests, identifying and addressing various risks and workflow inefficiencies.
- As the lead for program closeout, he managed staff roll-off, facility and equipment disposal, and data consolidation and turnover, ensuring the program was wrapped up quickly and efficiently.

Housing Recovery Operations, Build it Back Program, Deputy Director, Pre-Construction, Design & Technical Services – New York, NY, 1/17-3/18;

- Oversight of multiple teams focused on delivering all assessment, environmental and design requirements necessary to initiate CDBG-DR compliant rehabilitation, elevation and reconstruction of approximately 12,000 storm damaged homes in New York City. Key responsibilities included:
- Maintenance and revision of program construction standards and policies in compliance with NYC Building codes & the requirements of HUD for CDBG-DR programs, training of staff in the implementation of those standards and policies, and subsequent auditing and quality reviews of select construction scopes for adherence.
- Strategic planning to rebuild within complex logistical conditions including lack of street access, outdated and private infrastructure, and evaluation of alternative construction methods for cost, schedule, resiliency, efficiency and feasibility.
- Working with Legal and Policy teams to develop program policies for handling of conflicts regarding legality of existing buildings, units built contrary to Zoning and Building Code, and multiple other site specific conditions.
- Manage staff to evaluate proper construction pathways given site and building conditions

Housing Recovery Operations, Build it Back Program, Pre-construction Team Lead – New York, NY, 7/15-12/16;

- Managed both the pre-construction team and primary consultant contract, and was responsible for implementing policies and procedures and resolving issues pertaining to individual and multiple applicants. Key responsibilities included:
- Contract management for the primary $58.6M pre-construction services contract, including negotiation of a contract amendment and wholly new $3.5M contract, weekly and monthly progress meetings, establishing and adjusting performance goals, and monitoring production to improve performance and report delivery.
- Management of the production and quality control issues for all damage assessments, feasibility reports, appraisals, lead risk assessments, Tier II's and specialized environmental and engineering

reports, including identification of trends, deficiencies, and resolution of specific issues.
- Regular review of SOP's and necessary updates to SOP's and related documents, including apprising consultant of policy revisions, programmatic priorities, and revised guidance for DOB and FEMA on Substantial Damage and Substantial Improvement calculation methodology.
- Overall management of all preconstruction activities, including leading weekly team progress meetings, coordination with other team leads and other city agencies, forecasting and reporting completed and anticipated volume, and working with leadership and the policy team to create programs necessary to suit the evolving requirements.
- Creation of new programs and procedures to improve service to applicants including tailoring processes for new agency partners, the reimbursement of elevated and rebuilt homes, and addressing lead safe housing issues.

Housing Recovery Operations, Build it Back Program, Project Manager – New York, NY, 3/14-7/15:

- Created, implemented and executed policies and procedures for multiple special projects, and worked closely with assessment consultant to improve quality refine deliverables to meet evolving needs account for unanticipated in-field scenarios.
- Special projects included attached homes, homes over water, condos, multiple structure lots and various other non-traditional technical issues, including engaging multiple city agencies to correct map and database errors improve program delivery, and that hindered the program and negatively impacted both applicants and non-applicant residents alike, and working as liaison between consultants, IT and data teams to correct unique and systemic issues with third party and in-house generated data gaps and errors.
- Utilized experience in residential renovation, including framing, plumbing, electrical and finish work, to advise team members on residential-specific solutions, including anticipated scope and cost, and to evaluate rehabilitation scopes and damage assessments for thoroughness and unnecessary items.

TRF Development Partners – Consulting Project Manager, Baltimore, MD, 1/13-12/13;

- Established operations in a quickly expanding office while also managing the Design and Construction phases of residential rehabilitation and new construction projects, the rental maintenance staff, and working with neighborhood organizations.
- Managed completion of 21 renovation and new construction properties, design and construction of another 25 properties, and completed the design of 8 more, totaling more than 90,000 sq ft of finished space and over $8M in construction costs.
- Assessed, improved and streamlined the baseline scope, processes and documents in order to address numerous problems identified as recurrent in earlier projects.
- Leveled and assessed bids, and negotiated contracts for over 30 projects; managed contract adherence, invoicing and quality.

Jones Lang LaSalle Americas, Inc., Project Manager, Washington, DC, 3/07-7/11;

- Managed all phases of various Tenant Improvement projects, from programming and design through construction and closeout. Primary responsibilities included:
- Creating and managing complex scopes, schedules and budgets; and tracking and approving all costs, and development of design and installation requirements
- Managed over 20 projects in 5 states with costs in excess of $100M, and assisted in the management of an additional 7 projects exceeding $300M in project costs

H2BRAVO

RYAN BRACH

Project Manager



4 YEARS OF EXPERIENCE

Areas of Expertise

- Program Management
- Call Center Management
- Policy Development
- Human Resources
- Finance
- Data Management

Education

- Masters of Business Administration, Loyola University, New Orleans, LA 2003
- Bachelors of Business Administration, Loyola University, New Orleans, LA 2000

Employment History

- H2Bravo, LLC, 2021–Present
- Rotolos Franchising, 2018–2021
- Beach Pizza Management, 2008–2018

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Brach has over a decade of experience with operations management, policy creation, human resources, strategic planning, and project oversight through his time in the restaurant industry.
- His experience as a C-level leader in the franchise industry and a multi-unit business owner lends itself to maximizing the resources and efficiency as a project manager for H2Bravo.

PAST AND PRESENT PROJECTS

Data, Reporting, and Finance Lead , Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources.
- This unified system also tracked all case manager time, firm billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- The Reporting Lead examines the data within the system of record and generates comprehensive reports, which serve as essential management tools for the case management firms. They take a proactive approach to analyzing the data, actively seeking out trends that reveal how cases are progressing through the process. Additionally, conducting quality control for each case to ensure accuracy, verifying that the correct information, and documentation is on file is a key to reporting accuracy.

Lafourche Parish Hurricane Ida Substantial Damage Assessments, Deputy Project Manager – Baton Rouge, LA, 2021.

- Managed the day-to day activities of a call center with regards to damaged homes in Lafourche Parish due to Hurricane Ida with a population of over 18,000 homes. The call center staff was tasked with researching applicant files,

calling homeowners for inspections, and actively managing the data collected throughout the process.
- Developed and implemented Standard Operating Procedures for research tasks including training, troubleshooting, and oversight.
- Assisted in quality controls and production management for call center staff.
- Tracked and managed staff payroll with regards to program budgets and efficiency.

H2BRAVO

PHYLLIS FOULDS

Subject Matter Expert



20 YEARS OF EXPERIENCE

Areas of Expertise

- Executive team leadership
- Extensive knowledge of the CDBG-DR Program
- Grantee Audit/Technical Assistance Engagements
- HUD and OIG Audit Resolution
- DRGR System User and Grantee Support
- Financial Management Subject Matter Expert
- Staff and grantee training and public speaking

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Successful team manager and senior staff member with over 20 years of experience in disaster recovery programs funded through the US Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) program.

- Learned disaster recovery and federal grant management from the ground up, beginning in 1998 as a local government sub-recipient of CDBG-DR funds following a devastating flood event in her rural home community. Years later, Phyllis extended her work in disaster recovery with the State of Texas in its recovery efforts following Hurricanes Katrina and Rita.

- As a State employee, Phyllis worked extensively with local government sub-recipients and HUD staff, serving as a point of contact during HUD audits and technical assistance visits.

- She also lead the team responsible for creating and managing data in HUD's Disaster Recovery Grant Reporting (DRGR) system through the "digital" DRGR Action Plan and Quarterly Progress Report (QPR) submissions. Her team was responsible for gathering and reporting financial and performance data to HUD from hundreds of local government entities and massive state-run recovery programs, while reconciling that information with State databases.

- Phyllis left the State in 2013 to join HUD as a Financial Analyst for the Community Planning and Development (CPD) Disaster Recovery Division. She advanced to become a CPD Specialist and eventually one of the original Regional Assistant Directors for the newly created Office of Disaster Recovery (ODR). Under her leadership, the Fort Worth regional team was responsible for one of the largest ODR portfolios, managing grants in HUD Regions VI and VII.

- Prior to her state and federal employment, Phyllis had over 20 years of experience in local government, serving as County Auditor for Goliad and DeWitt Counties, as well as the transportation grant accountant for the Golden Crescent Regional Planning Commission.

- Phyllis has extensive experience in developing program policies and procedures, interpreting state and federal regulations, financial management, budget, accounting, human resources and audit development and resolution.

- She is familiar with the CDBG-DR process from implementation of a special appropriation, through the grant award process, action plan development, grant implementation and oversight, to grant closeout. She has served as a subject matter expert and provided technical assistance to numerous CDBG-DR grantees in their financial management and DRGR system use and support.

PAST AND PRESENT PROJECTS

HUD – Disaster Recovery Division/Office of Disaster Recovery, 2013 – 2023

Financial Analyst, 2013 - 2015

- Participated in dozens of on-site monitoring visits, assisted in resolution of HUD and OIG grantee audits, coordinated with HUD Finance, OIG, General Council, and DRGR contractors to ensure HUD systems and grant agreements complied with federal regulations and congressional appropriation requirements.
- Served as primary point of contact for the DRGR Team and grantees in establishing P.L. 113-2 grants and developing DRGR system enhancements to comply with financing and programmatic requirements associated with that appropriation.

Community Planning and Development (CPD) Specialist, 2015 - 2019

- Served as grant manager for several CDBG-DR grants and continued to serve as a financial management subject matter expert for new Financial Analysts of the division.
- Continued to participate in HUD monitoring and TA engagements, and coordinate with other HUD offices/divisions in support of the CDBG-DR program.
- Provided technical support to HUD staff and grantee DRGR users.

Assistant Director – Fort Worth Regional Office (HUD Regions VI & VII), 2019 – 2023

- As one of the first regional assistant directors for CPD's Disaster Recovery Division, Phyllis helped develop the "regional" format for CDBG-DR and create new policies and procedures as the division evolved into the Office of Disaster Recovery (ODR).
- Supervised ten staff members who managed one ODR's largest grant portfolios in HUD Regions VI and VII – serving the Gulf Coast and Mid-Western US.

State of Texas – Disaster Recovery Programs, Texas Department of Rural Affairs (TDRA) / Texas Department of Housing and Community Affairs (TDHCA) / General Land Office (GLO, 2007 – 2013

- Phyllis joined the Texas Department of Rural Affairs (TDRA) following Hurricanes Katrina and Rita. She coordinated with local government sub-recipients of CDBG-DR funds through their contracted grant consultants.
- She performed desk audits of sub-recipient draw requests and gathered recovery progress to provide data to the State's DRGR Reporting Team. As the State of Texas received additional CDBG-DR awards, the management of those grants was reassigned to other state agencies (TDHCA and GLO).

- Phyllis transitioned to those agencies and continued to advance her career in disaster recovery. She was promoted to a management position with GLO and served as a point-of-contact with HUD staff during federal monitoring visits and audit resolution.
- She was responsible for the development and maintenance of DRGR Action Plans in support of multiple grant awards. These DRGR Action Plans included thousands of individual DRGR activities funded with billions of dollars in federal recovery funds. It was her job to ensure that each grant met the prescribed Overall Benefit requirements and adhered to funding caps and limits, as well as establishing the description, National Objective, beneficiary and performance goals for each activity.
- Her team was also responsible for submission of the QPRs for each grant award and ensuring that the reported data reconciled to the State's fiscal and programmatic records.

County Auditor, Goliad County, 2003 – 2007

- Served as chief financial officer for the county. Responsible for budget, inventory, accounts payable, risk management, human resources, financial reporting, annual audit, departmental audits and ensuring compliance with applicable State and Federal laws and regulations.
- When Phyllis was first appointed to the position, the county had a history of budgetary non-compliance, and only had a six-week year-end operating fund balance. During her tenure, the county operated within its annual budget each year and by the end of her term, had achieved a four-month year-end operating fund balance.

Transportation Grant Accountant, Golden Crescent Regional Planning Commission, 2001 – 2003

- Performed desk audits of sub-recipient draw requests from local Rural and Medical Transit Authorities and created/submitted a comprehensive draw to Texas Department of Transportation (TxDOT) to draw federal DOT and Medicare funds on behalf of those local entities.
- She also reviewed annual grant applications submitted by each entity to determine eligibility and propose grant awards to TxDOT.

County Auditor, DeWitt County, 1991 – 2001

- Served as chief financial officer for the county. Responsible for budget, inventory, accounts payable, risk management, human resources, financial reporting, annual audit, departmental audits and ensuring compliance with applicable State and Federal laws and regulations. During her tenure, she served on the Texas Association of County Auditor's Board of Directors and the County received the Government Finance Officers Association Award of Excellence for Financial Reporting each year she was in office.

Victoria County, 1983 – 1991

Audit Clerk – County Auditor's Office, 1983 - 1989

- Accounts payable, departmental audits, bank reconciliation, general accounting duties.

Chief Deputy Treasurer – County Treasurer's Office, 1989 – 1991

- General Ledger management, bank reconciliation, payroll/personnel management, development and management of chart of accounts, and general accounting duties.

H2BRAVO

JENNIFER MOLINARI

Program Management Lead

MCS
MOLINARI CONSULTING SERVICES

22 YEARS OF EXPERIENCE

Areas of Expertise

- CDBG-DR Program Design & Implementation
- Federal & State Housing Policy Expertise
- Disaster Recovery Operations & Strategic Planning
- HUD & FEMA Regulatory Compliance
- Multifamily and Single-Family Housing Program Oversight
- Public Sector Project Management

Professional Development

- P M Professional Certification Training
- HOME Certified Specialist
- Davis-Bacon
- 2 CFR Part 200

Employment History

- Molinari Consulting Services, Austin, TX (2023-2025)
- Program Manager for Housing Authority of City of Fort Myers Multifamily CDBG-DR Projects (9/2023 – Present)
- Texas General Land Office, Austin, TX (2017-2023)
- Director of CDBG-DR Housing Programs (9/2017 – 2023)
- Texas Department of Housing and Community Affairs, Austin, TX (1995-2017)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than twenty years of experience in the strategic development, administration, and oversight of multi-billion-dollar initiatives. She specializes in the Community Development Block Grant – Disaster Recovery (CDBG-DR) program, as well as the HOME Investment Partnerships Program, and has led large-scale, high-impact programs at both the state and local levels.
- Project Manager, Housing Authority of the City of Fort Myers: Currently managing multifamily housing projects funded through CDBG-DR, focusing on recovery and redevelopment efforts post-Hurricane Ian.
- Director of CDBG-DR Housing Programs, Texas General Land Office: Led administration of over $2.7 billion in housing recovery funds following Hurricane Harvey, including single-family and rental housing programs. Designed and implemented new programs from the ground up, establishing strategic plans, operational benchmarks, and compliance systems that ensured successful audits and delivery.
- Demonstrated proficiency in program implementation in the delivery of several high-profile housing recovery programs and activities, three of which had no precedence, with no major audit or compliance issues.

PAST AND PRESENT PROJECTS

Program Manager, Housing Authority of City Fort Myers CDBG-DR Projects – Molinari Consulting Services, September 2023 – Present

- Manage multifamily housing redevelopment projects funded through CDBG-DR, supporting long-term disaster recovery and affordable housing initiatives.
- Coordinate with stakeholders and contractors to ensure timely delivery of federally funded housing projects within compliance and budget parameters.
- Provide subject matter expertise on HUD regulations, project controls, and reporting requirements tied to CDBG-DR funding.

Director, CDBG-DR Housing Programs – Texas General Land Office (GLO) September 2017 – 2023

- Directed state-run single-family housing programs totaling over $2 billion and rental housing programs exceeding $700 million for Hurricane Harvey disaster recovery.
- Led strategic planning and operational implementation for new disaster recovery housing programs, resulting in the successful launch of three first-of-their-kind initiatives.
- Developed and implemented comprehensive policies, procedures, and program guidelines ensuring compliance with HUD regulations and 2 CFR Part 200.
- Oversaw program performance, expenditure tracking, and federal reporting to ensure alignment with timelines, benchmarks, and state/federal audit standards.
- Managed internal teams and external vendors to optimize workflow and ensure consistent, high-quality project delivery.

Director, HOME Program – Texas Department of Housing and Community Affairs (TDHCA) 2012 – 2017

- Oversaw the administration of over $20 million annually in HOME funding for single-family housing activities statewide.
- Ensured compliance with HUD regulations, managing commitment and expenditure deadlines, reporting deliverables, and annual performance targets.
- Developed and monitored programmatic goals aligned with federal guidelines and state priorities, strengthening housing delivery across urban and rural regions.
- Served as primary point of contact for HUD audits and monitoring visits, with a successful record of no major findings.

H2BRAVO

ROSS WOODS

Project Manager

20 YEARS OF EXPERIENCE

Areas of Expertise

- Advanced proficiency in Microsoft Excel, MS Office Suite, Salesforce, Power BI, Visio, Microsoft Dynamics, Google Analytics, Smartsheet, and Quickbase
- Data management and Analytics, including proficiency with SQL, R, and Python
- User Acceptance Testing
- AI prompt engineering and API Implementation
- Project Management and Agile
- Methodologies
- Change Management
- Federal cross-cutting grant management & compliance (CDBG, CDBG-DR, CDBG-MIT, CPF, URA)

Education

- SMBA // Economic Development, Eastern University, St. Davids, PA, Graduated 2014
- BBA // Real Estate, University of Georgia, Athens, GA, Graduated 2006

Employment History

- Qualis Consulting, LLC, 2025
- GrantWorks, 2023-2025
- NYC Office of Technology and Innovation, 2021-2023
- NYC Mayor's Office of Housing Recovery Operations, 2019-2021
- Capital Access, Inc. 2014-2019
- HOPE worldwide 2009-2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ Proven leader in managing cross-functional teams and concurrent work streams to drive measurable results. Skilled in advancing tech adoption, boosting revenue, and streamlining operations.
- ✓ Passionate about leveraging tech-enabled solutions that create meaningful impact for clients and communities.

PAST AND PRESENT PROJECTS

Founder & Principal Consultant, Qualis Consulting LLC, Founded 2021, New York, NY, Apr 2025 – Present

- Lead a boutique consulting firm, delivering strategic, tech-enabled solutions to public, nonprofit, and private sector clients. Services include grant management, product development, and operational modernization.
- Partner with government agencies and nonprofits to design and implement compliant, high-impact programs
- Advise clients on business process reengineering and digital transformation strategies
- Cultivate a mission-driven, capacity-building approach centered on sustainable outcomes

Associate Vice President, Community Development, GrantWorks, New York, NY, Mar 2023 – Apr 2025

- Led strategic partnerships with local and state government agencies, nonprofit organizations, and private sector stakeholders to develop and implement largescale program solutions, including over $1 billion in active grant funds to drive sustainable community development, infrastructure, and housing initiatives across multiple regions
- Led UI redesign and implemented automation in GrantWorks' project management platform, enhancing user adoption and streamlining project tracking for 550+ projects across 250 clients
- Developed progress billing for administrative contract milestones, unlocking ~$3 million in billable revenue and accelerating billing timelines
- Designed initiatives to prioritize employee retention and increase opportunities for employee career advancement, overseeing 75+ staff members across six departmental divisions

- Conducted revenue projections analysis and overhauled billing structures, enabling accurate budget forecasting for $1 billion in active grant funds

Senior Program Manager, COVID-19 Technology Initiatives (Consultant), NYC Office of Technology and Innovation, New York, NY, Feb 2021 – Feb 2023

- Oversaw team of 25 providing program management and quality assurance for the VAX application on behalf of the NYC Office of Technology and Innovation Scaled VAX platform through 19 major releases to support over 50 public and private providers which administered 4.3 million COVID vaccines across 2,500 sites in under two years
- Led end-to-end provider management and support including onboarding, training, operations management, support, and reporting & analytics
- Coordinated across multiple city agencies, including City Hall, to execute evolving and emergent public health imperatives, including retooling the application to support the Monkeypox vaccine
- Led agency support and user acceptance testing for the NYC Emergency Housing Voucher Case Tracker, which integrates client referrals across 13 city agencies for tracking and reporting through voucher issuance

Associate Director, NYC Mayor's Office of Housing Recovery Operations, New York, NY, Feb 2019 – Feb 2021

- Ensured compliance with federal, state, and local regulations in the administration of the $2.2B CDBG-DR funded Build it Back (BIB) housing recovery program
- Oversaw organization-wide data management, analysis, and reporting
- Managed special projects including the City's acquisition or buyout of stormdamaged properties, complex Duplication of Benefits coordination, and closeout of the CDBG-DR grant

Consultant, Capital Access, Inc., New York, NY, Aug 2014 – Feb 2019

- Oversaw a portfolio of projects and client engagements in the role of relationship manager assisting clients with the development and implementation of strategic solutions
- Managed various cross-departmental work streams leading a project team of up to 13 members responsible to ensure applicant eligibility and non-duplication of benefits for over 1,500 homeowners served through BIB
- Proven ability to strategically identify insightful solutions to problems as evidenced by decreasing total applicant processing timeframe from 6 months down to 3 months for the $80M New York State Acquisition for Redevelopment program

National Field Director, HOPE worldwide, Wayne, PA, Jan 2009 – Oct 2013

- Led the retooling and rebranding of the AmeriCorps program into a workforce development program to equip 17- to 24-year-olds for careers in the nonprofit sector
- Oversaw a federally funded AmeriCorps program that engaged 150+ AmeriCorps members to serve 1,100 at-risk youth annually
- Responsible for drafting and allocating annual budget of $500K, grant compliance and reporting, marketing and program enrollment, and publicfacing program representation
- Created and facilitated the National Youth Advisory Council to encourage yearround local service with HOPE worldwide generating interest in AmeriCorps resulting in a 150% increase in program applications

H2BRAVO

BRANDON CLARK

Project Manager



20 YEARS OF EXPERIENCE

Areas of Expertise

- Construction Management
- Team Building & Leadership
- Training & Development
- Complex Project Management
- Emergency Response Planning
- Vendor Management
- Quality Control
- Budget Planning & Analysis
- Strategic Decision Making
- Stakeholder Engagement & Collaboration
- Cost Engineering, Cost Negotiations
- Disaster Recovery (FEMA, HUD)

Education

- Spartanburg Methodist College

Employment History

- Horne, 2024-2024
- Mooring, 2023-2024
- Benchmark Consulting, 2018-2023
- Texas General Land Office, 2013-2018
- Traveler's Insurance, 2003-2013

Certifications

- State of Texas Property & Casualty Lic. #1070674

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Dynamic and results-oriented Project Manager with over 20 years of specialized experience in Construction Management and Disaster Recovery, focusing on single and multi-family homes.
- Renowned for delivering innovative solutions in complex projects, including post-disaster housing initiatives and military base repairs.
- Expert in crafting comprehensive SOPs and managing multimillion-dollar budgets to ensure compliance with state and federal regulations.
- Proven leader in onboarding and training development, building high-performing teams to drive project success and enhance stakeholder satisfaction.

PAST AND PRESENT PROJECTS

Deputy Construction Director, Horne, 2024 – 2025

- Lead construction management for HUD Community Development Block Grant (CDBG) programs, overseeing the reconstruction of single-family homes across Florida and Alabama with a combined budget exceeding $800 million.
- Manage a high-performing team of 12 construction managers and construction administrators specifically for Florida Commerce's Hurricane Ian Repair and Replacement Program, enhancing operational efficiency through targeted training and collaboration with another 73 team members across 20 counties.
- Oversee the Alabama Housing Recovery Program, directing a team of 7 while collaborating with 25 additional team members to maximize project impact across 9 counties under a $280 million budget.
- Monitor contract compliance across projects, achieving critical timelines of 120 days for reconstruction, 90 days for rehabilitation, and 60 days for mobile home replacement through proactive performance management.
- Develop and implement comprehensive program guidelines and SOPs for Florida and Alabama projects, ensuring compliance with state regulations and significantly improving project execution metrics.

- Write and evaluate proposals for general contractors in both programs, establishing effective scoring methodologies that optimize contractor selection and ensure high-quality project delivery.

General Services Administration (GSA), Federal Contract Manager, Mooring, 2023 – 2024

- Secured 7 federal contracts, fostering a new line of business for Mooring and significantly enhancing organizational growth in GSA markets.
- Developed comprehensive policies and procedures tailored for the GSA line of business, improving operational efficiency and compliance standards in federal contract management.
- Identified and pursued opportunities within federal agencies, successfully establishing relationships that positioned Mooring as a key player in the Environmental Remediation sector.
- Obtained Master Service Agreements (MSA) with multiple federal agencies, streamlining service delivery while ensuring adherence to regulatory requirements.
- Designed and implemented Emergency Response Plans (ERP) in collaboration with federal agencies, enhancing preparedness and responsiveness during disaster situations.
- Mentored and trained a business development team member, equipping them with skills necessary for successful contract management and sustainable business growth.

Project Manager, Contracted to JW Turner Construction, Benchmark Consulting - Principal, 2018 – 2023

- Oversaw the Hurricane Ida Haul & Install program for up to 1,000 Temporary Sheltering Solutions, collaborating with the Governor's Office of Homeland Security and Emergency Preparedness to ensure effective resource allocation.
- Directed Disaster Temporary Housing Solutions and Services for modular, container, and tiny homes, partnering with The Texas General Land Office to address urgent housing needs post-disaster.
- Led disaster recovery repairs for residential and commercial buildings at Camp LeJeune, Cherry Point, NC, and Beaufort, SC military bases following Hurricane Florence, managing a team of 15 staff and 28 general contractors.
- Identified and established critical office site locations for JWTC in Victoria and Rockport, TX, including a dedicated lumber yard, enhancing operational capacity for ongoing projects.
- Managed the sewer system project for multi-family development in Rockport, TX, overseeing timelines, budgets, and contractor performance.
- Conducted market research and negotiated pricing for fleet vehicle purchases, optimizing operational efficiency.

Manager, Housing Program, Texas General Land Office, 2013 – 2018

- Led the Housing/Construction Unit for disaster recovery housing programs, managing over $3B in HUD CDBG-DR grants and successfully delivering over 5,000 homes across 33 counties.
- Drove economic development and customer satisfaction by implementing sustainable housing solutions, including historical home rehabilitation and managing programs like Texas PREPS and DALHR post-Hurricane Harvey.
- Established compliance and operational policies resulting in streamlined processes, ensuring adherence to federal, state, and local requirements and enhancing program integrity.

- Monitored grant administrators and vendors, improving strategies for program compliance, quality control, and timely communication with stakeholders.
- Revamped inspection and operational strategies, significantly increasing efficiency and reducing warranty inquiries, while fostering a customer-focused approach to stakeholder concerns.
- Facilitated training for construction staff and represented the program in ribbon-cutting ceremonies, ensuring project compliance and celebrating successful community recovery efforts.

Manager, Property Damage Appraisal Residential – Commercial, Traveler's Insurance, 2003 – 2013

- Led the appraisal unit, emphasizing quality control to produce accurate estimates upfront, which increased efficiency and minimized the need for revisits and supplemental estimates.
- Coordinated and deployed a 25-30 member catastrophe team to swiftly respond to nationwide events within 48 hours
- Recognized with the "In Synch Award" in 2012 and 2013 for exceptional performance and dedication.
- Collaborated closely with vendors to ensure repair conformity to estimates and industry guidelines.
- Developed comprehensive training programs, enhancing team performance and fostering leadership growth.

Manager, Appraisal Multi-Lines

- Directed the appraisal unit for a diverse range of vehicles and equipment, significantly increasing production capacity through improved quality work product.
- Implemented training and coaching initiatives, achieving a 25% improvement in appraisal quality and maintaining top-tier performance.
- Cross-trained for the nationwide catastrophe team, enhancing proficiency in property claims and construction knowledge.
- Led teams during complex catastrophe events while enhancing training for new appraisers and claim adjusters.

TASK 10

AUDIT READINESS AND MONITORING SUPPORT

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TASK 10 – AUDIT READINESS AND MONITORING SUPPORT

Understanding of Requirements

The State requires a vendor to assist with preparing for monitoring visits, audits, and corrective action processes. Scope includes developing readiness review tools, checklists, and file standards; supporting the drafting of responses to monitoring reports and audit findings; and helping design corrective action plans and tracking systems. The goal is to ensure that program files and systems are complete, compliant, and structured so they can withstand review by HUD, the Office of Inspector General, state auditors, or legislative oversight.

The challenge is that monitoring and audit visits often occur with little notice, leaving programs scrambling to assemble records or reconstruct decisions. Without a proactive approach, the State risks program compliance findings, repayment of funds, and reputational damage. Effective audit readiness requires embedding oversight standards into daily operations so that every file is complete before it is requested. To be effective, corrective actions must be realistic, supported by proof, and tracked to resolution. A corrective action that cannot be successfully implemented ultimately results in more issues during later monitoring visits or audits.

H2Bravo Approach

H2Bravo treats audit readiness as a sustained commitment rather than a one-time task. We begin by developing readiness review tools and checklists that mirror HUD's Community Planning and Development Monitoring Handbook, federal audit requirements, and state expectations. These tools establish what evidence must be present at each program stage and allow staff to confirm completeness in real time.

We conduct periodic internal reviews that simulate monitoring visits. These reviews test file sufficiency, identify gaps, and provide corrective feedback to staff before oversight bodies arrive. Findings are logged centrally, and corrective actions are assigned with deadlines.

When monitoring reports or audit findings are issued, H2Bravo works with the State to develop responses. We help program staff analyze each finding, identify the governing requirement, gather and organize the supporting evidence, and frame the corrective measures. Corrective action plans are structured to be specific, time-bound, and measurable. We maintain a corrective action tracker that is integrated into program dashboards, so State leadership has visibility into outstanding issues, deadlines, and resolution status.

We also provide training to staff so they understand documentation standards, file structure, and readiness practices. This ensures every file is maintained in a state that is defensible under federal and state review, reducing risk and building confidence in the program's internal controls.

Anticipated Deliverables

- **Readiness review tools and checklists.** H2Bravo will prepare tools and checklists aligned with HUD, state, and federal standards. These will enable staff to verify that files, systems, and documentation

are complete at each stage, ensuring the program is always monitoring-ready.

- **Periodic internal monitoring reviews.** We will perform internal reviews that simulate audits, test file completeness, and deliver corrective guidance so issues are resolved proactively.
- **Support in developing responses to findings.** H2Bravo will work with the State to analyze findings, organize evidence, and draft response language that addresses governing requirements, context, and corrective measures. Final responses will be submitted by the State.
- **Corrective action plans and tracking tools.** We will design corrective action plans that are specific, time-bound, and measurable, supported by trackers that assign deadlines and closure evidence to their responsible party. Trackers will be integrated into dashboards so leadership can monitor progress in real time.
- **Centralized issue log.** We will maintain a consolidated log of monitoring findings and corrective actions, integrated with dashboards to provide leadership with visibility into open and resolved issues.
- **Training on audit readiness.** We will deliver training sessions and guidance for staff on documentation standards, file structure, and readiness practices so that files are consistently maintained in a monitoring-ready condition.

Key Personnel

Title	Staff
Closeout & Audit Readiness System Design Lead	Reid Bruce Chad Herndon
Sr. Advisor - CDBG Housing Programs Advisor	Phyllis Foulds Jennifer Molinari
Monitoring & Quality Assurance Lead	Martin Rivera Heather Brothers
Readiness Tools & Training Specialist	Emily Batts Jennifer Smith
Monitoring Design & Audit Response Specialist	Ross Woods Ryan Brach
Forms/Graphics Specialist	Non-Key Employee
Reporting Analyst	Non-Key Employee
Administration	Non-Key Employee

Relevant Experience

H2Bravo has prepared programs to withstand the highest levels of oversight. In New York City's Build it Back program, our team developed a closeout system that extracted final documentation from the City's system of record, eliminating drafts and incomplete work products and producing auditable files

for every applicant. HUD cited this system as a national best practice and recommended its adoption by other grantees. In Louisiana's Hurricane Ida Disaster Case Management Program, we developed file readiness protocols that ensured compliance with FEMA and HUD oversight. In Texas, we supported the General Land Office with monitoring and audit response, helping staff develop corrective action plans, reconcile findings, and redesign processes for underperforming programs such as the Texas Back in Business initiative.

KEY PERSONNEL RESUMES FOR TASK 10

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REID BRUCE, J.D.

Program Manager



15 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- Intake and Eligibility
- Processing
- Call Center Management
- Policy Development
- Compliance Monitoring
- Anti-Fraud, Waste, & Abuse
- Duplication of Benefits
- Federal Grant Administration
- FEMA Housing Programs
- FEMA STEP Program
- HUD Community Development Block Grant (CDBG) Programs

Education

- J.D., University of Mississippi, Oxford, MS, 2002
- B.A., Sociology, Millsaps College, Jackson, MS, 1999

Employment History

- H2Bravo, LLC, 2013-Present
- URS Corporation, 2011-2013
- Horne LLP, 2009-2011

Licenses

- Law License, Mississippi

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 15 years of program management and grant management experience with FEMA disaster recovery and HUD CDBG programs.
- Extensive experience working in many of the country's largest and most complicated post-disaster housing programs, to include FEMA assistance programs and disaster case management.
- Develops efficient and cost-effective disaster recovery programs by incorporating best practices and lessons learned from other jurisdictions.
- Contributed to processes that have become industry standards, such as HUD-accepted methods of calculating duplication of benefits and reimbursement, valuations of completed permanent repairs, construction pricing, procurement of construction contractors, and methods of ensuring effective construction contractor performance.
- Works with grantees nationwide to develop innovative processes and incorporate new technologies into disaster recovery programs.
- Practiced law and specialized in complex housing, insurance, and construction fraud litigation.

PAST AND PRESENT PROJECTS

Program Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022-Present

- Responsible for the design of the State of Louisiana's innovative disaster case management program that was created in response to Hurricane Ida.
- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources. This unified system also tracked all case manager time, firm

billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- Reid and the H2Bravo team worked extensively with GOHSEP leadership to develop unique solutions to the problems that presented themselves after Ida, such as assisting the state with transitioning survivors from travel trailers that were used as non-congregate shelters due to the Covid pandemic.

Policy Advisor, New York City (NYC) Mayor's Office of Housing Recovery Operations, Build it Back Program Closeout – H2Bravo, New York, NY 2022-Present

- Assisted the City with developing closeout policies and procedures to close out approximately $2.2B in grant funding for one of the most complex housing disaster recovery projects in the nation.
- Worked with City leadership to analyze expenditures and documentation to protect the City's federal grant funding for Hurricane Sandy.
- Assisted with the development of a closeout review and documentation system that HUD has recognized as a nationwide best practice.

Project Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – Baton Rouge, LA, 2021-2022

- Provided program management for Lafourche Parish's FEMA-PA funded program to inspect 17,000+ homes and businesses that are located in the 100-year floodplain after Hurricane Ida to determine if those structures were substantially damaged.
- Tasks included managing call center operations, developing the overall architecture for the database used for both property-owner interactions and inspections and providing overall program design services for H2Bravo's prime contractor.
- Mr. Bruce also worked directly with various stakeholders to manage and refine multiple data sets relating to property owners, and directly with the subcontractor that was tasked with performing inspections to ensure that the program was designed in a manner that facilitated performing hundreds of inspections per day to meet the client's FEMA-mandated deadlines.

Policy and Compliance Advisor, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, 2020-Present

- Worked with H2Bravo's program manager and H2Bravo's prime contractor to address many of the complex issues that are present in the City of Houston and Harris County, including the presence of hundreds of Homeowner's Associations, Civic Clubs and other entities with individualized planning and building requirements, that impacted design and construction timelines.
- Mr. Bruce also worked to develop innovative procedures that captured lessons learned and best practices in an effort to streamline program delivery while ensuring compliance with the Texas General Land Office's program guidelines and HUD requirements.

Program Manager, GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Houston, TX, 2018–2019

- Developed the policies and processes for implementation of the State of Texas' $100 million CDBG-DR–funded program to provide reimbursement to homeowners for out-of-pocket home repair expenses related to Hurricane Harvey.
- Managed the back-office H2Bravo team that was responsible for eligibility reviews, verification of benefits, duplication of benefits, reimbursement determinations, and environmental reviews.
- Helped the Texas GLO to develop more effective ways to process reimbursement applications while maintaining compliance with federal requirements, which shortened the program's overall duration by more than a year.

Program Manager, Texas GLO, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2017–2018

- Managed call center and case management operations for the PREPS Program, including the development of outreach strategies and processes that were used to contact more than 80,000 impacted applicants who were potentially eligible for PREPS assistance.
- Developed case management tools and protocols for applicant engagement and education, complaints management, and inspection scheduling.
- Developed a unique system for tracking and reporting issues that allowed applicant issues to be escalated, resolved, and communicated.
- Provided internal compliance oversight for the PREPS Program, including drafting Program standard operating guidelines and forms, and internal monitoring of compliance with program rules and FEMA regulations.

Policy Advisor, New York City (NYC) Department of Housing Preservation and Development (HPD), Hurricane Sandy Housing Acquisition Program—H2Bravo, New York, NY, 2015–2017

- Helped the NYC HPD to develop a unique and innovative acquisition for a redevelopment, buyout, and relocation incentives program that was focused on using various property purchase mechanisms to achieve long-term resilience goals in a dense urban environment.
- Developed disposition strategies and end-use methodologies that allowed for redevelopment of acquired properties and restricted redevelopment of buyout properties.
- Allowed for the responsible redevelopment of acquired properties where possible, so that future land use was not unduly restricted.
- Developed methods for providing additional grants to the owners of Sandy-impacted properties, which allowed owners to purchase new properties in NYC after selling their storm-impacted properties for either redevelopment or use as open space.
- Helped to create the Edgemere Hazard Mitigation Plan, which led to the acquisition and buyout of multiple properties in the Edgemere Urban Renewal Area.

Program Policy Manager, NYC Housing Recovery Office (HRO), CDBG Disaster Recovery—H2Bravo, New York, NY, 2013–2017

- Provided policy management and development, construction process development, HUD compliance, NEPA compliance, barrier identification and resolution, risk management, and strategic consulting for the City of New York's Housing Recovery Office.
- Provided regulatory compliance consulting services to the City of New York during the development and implementation of its CDBG-funded disaster recovery program.
- Worked closely with program leadership and staff in a dynamic and complex environment to identify and resolve complex regulatory issues involving the federal requirements inherent to CDBG-funded programs and their application within a dense urban environment.
- Helped the city's construction management teams to implement the city's unique repair and reconstruction program options.
- Overhauled the city's complex set of policies, procedures, and guidelines to allow the program to function more rapidly and cost-effectively.

Policy Manager, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, New York, NY, 2013–2014

- Provided program policy and compliance consulting, HUD compliance analysis, and construction policy analysis for New York's CDBG-funded disaster recovery program.
- Helped subrecipient staff and contractors identify and anticipate long-term construction compliance and implementation issues for NY's innovative disaster recovery program.
- Helped design and implement damage assessment processes and advised subrecipients regarding CDBG and federal cross-cutting requirements.

Program Policy Manager, National Environmental Policy Act (NEPA), Elevation, and Stafford Act Compliance, Texas GLO, Multiple Regional Programs—URS, TX, 2011–2013

- Provided planning, project development, contractor management, oversight, and issues resolution for four stand-alone subrecipient programs.
- Worked with subrecipients, fair housing advocates, the GLO, and other stakeholders to design and perform needs assessments; draft program guidelines; and design the framework for delivering single-family, owner-occupied repair and reconstruction programs; single-family rental programs; homebuyer assistance programs; and the state of Texas' innovative homeowner opportunity voluntary relocation program.
- Worked to develop and implement a unique process for assigning construction contractors, which eliminated barriers and sped the reconstruction and repair of damaged residential structures.

Program Policy Manager, Texas GLO, Round 1 Single-Family Rehabilitation and Reconstruction Program—URS, Galveston, TX, 2012–2013

- Provided project management, contractor management, oversight, and issues resolution following the Texas GLO's assumption of management responsibilities for the City of Galveston's underperforming single-family repair and reconstruction program.
- Worked with stakeholders to facilitate the smooth transition from a subrecipient administered program to a state-run program, including the development of a state administered construction contractor pool, the transfer of construction oversight responsibilities, and the takeover of hundreds of incomplete construction projects.
- Worked with state and local officials to develop revised guidelines, policies, and procedures to facilitate successful completion of the program.

H2BRAVO

CHAD HERNDON

Head of Construction Management and Chief Technology Officer



27 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- FEMA Programs
- Data Management
- Database Development
- Construction Management
- Contractor Interface
- Storm Damage Assessments
- Cost Estimating
- Feasibility Analysis
- Architectural Design
- Benefit-Cost Analysis

Education

- B.B.A., Business Administration and Marketing, Northeast Louisiana University, 1999
- U.S. Army Command and General Staff College, Ft. Leavenworth, KS, 2009

Employment History

- H2Bravo, LLC, 2013–Present
- URS Corporation, 2006–2013
- U.S. Army, 2004–2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 27 years of experience managing the development, delivery, and construction of disaster recovery programs.
- Has unique skills and knowledge of developing data management systems that are used for the case management and construction management aspects of disaster recovery programs.
- Managed over $2 billion in FEMA Sheltering and Temporary Essential Power (STEP) and CDBG Disaster Recovery (CDBG-DR) housing projects from program design through completion of construction.
- This effort included program design and guidelines that were translated into data management systems to assist with workflow and track all aspects of the project for client reporting.
- Oversaw development of a custom inspection app that was deployed to field staff and that integrated inspection findings directly into the project database.
- Retired as a Colonel in the Louisiana Army National Guard. Last assignment was Director of Strategic Plans. This involved planning all organizational strategic plans to include domestic emergency response operations. This includes close coordination with the State Office of Emergency Response as well as local representatives.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Program Construction Manager (2020 – present).

- Program construction management lead for the implementation of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for program design and leading the implementation and construction management for over $800M in repair and reconstruction of storm damaged homes.
- Key actions include damage assessments, scope of work development, builder assignments, progress, and final site inspections, pay application reviews, reporting and close-out.

Systems Development Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments—H2Bravo, Lafourche, LA, 2000–present

- Lead the development and implementation of inspection software and information management systems to support project call center and field inspection teams.
- Oversaw development of a custom inspection app that was deployed to field staff and integrated inspection findings directly into the project database.
- Oversaw development of public-facing call center software to enable the team to schedule and complete more than 18,000 inspections in a three-month period.
- Used information to help the Parish Floodplain Manager and the building department to make substantial damage estimations to support proper repair and reconstruction recovery efforts.

Construction Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2016–2017

- Served as Construction Manager for the State of Texas' $230 million emergency housing repair and sheltering initiative following the flooding from Hurricane Harvey in August 2017.
- Managed and directed a 200+ person management team and 15 construction contractors to accomplish the construction on 17,000 homes in five months.

Construction Manager, Louisiana Shelter at Home (SAH) Program—H2Bravo, Baton Rouge, LA, 2016–2017

- Managed and oversaw a 200+ person management team and nine construction contractors representing 2,200 skilled and unskilled workers to accomplish the construction on 12,000 homes in four months.

Technical Advisor, NYC Mayor's Office of Housing Recovery Operations (HRO), Build it Back Program—H2Bravo, Brooklyn, NY, 2015–2016

- Served as technical advisor to the program and construction management teams for the $268 million Build It Back/Brooklyn CDBG-DR Hurricane Sandy Housing Recovery program.
- Developed inspection standards and construction scopes of work, and supported procurements, pricing, construction inspections, and all other construction administration program functions for more than 800 flooddamaged houses in Brooklyn, NY.

Project Team Lead, NYC HRO, Build It Back Program—H2Bravo, New York, NY, 2013–2016

- Led the project team during startup of the $1.3 billion CDBG-DR Build It Back Program for Hurricane Sandy.
- Developed operational design, environmental review process, inspection standards, quality assurance (QA) process, contractor procurement, and compliance monitoring.

Project Manager, Galveston County, GLO Homeowner Assistance Programs (HAP) for Southeast Texas, the City of Galveston, the Lower Rio Grande Valley and Bastrop—H2Bravo, Galveston, TX, 2013–2016

- Served as Project Manager for compliance monitoring of a $230 million CDBG-DR housing program with more than 1,400 structures being monitored for program compliance.

Technical Advisor, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, Long Island, NY, 2013–2015

- Served as technical advisor to the Construction Manager for the $800 million CDBG-DR Hurricane Sandy housing recovery program.
- Provided expertise and assistance with design and implementation of all aspects of damage assessment, scope of work development, pricing, and design for repair, elevation, or reconstruction of more than 4,000 single-family housing projects.

Project Manager, Southeast Texas Regional Planning Commission, Hurricane Ike Housing Recovery Program—URS, Southeast TX, 2012–2013

- Served as Project Manager for $95 million single-family housing recovery program and $190 million multi-family housing recovery program.
- Responsible for overall project direction, planning, data system development, client interface, and project controls for more than 1,900 single- and multi-family housing units.
- Oversaw program management design, supervised project team, reviewed and approved program policies, conducted project set-ups and contract closings, and oversaw construction management.

Project Manager, Texas GLO, Hurricane Ike Housing Recovery Programs—URS, Austin, TX, 2009–2013

- Served as Project Manager for over $500 million in CDBG-DR grants to repair, elevate, and reconstruct houses damaged from Hurricane Ike flooding.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of more than 4,000 rehabilitation and reconstruction projects.

Project Manager, City of Galveston, Hurricane Ike Housing Construction Program—URS, Galveston, TX, 2009–2011

- Served as Project Manager for the takeover of a failed $167 million housing construction program from a previous consultant.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of rehabilitation and reconstruction projects.

Project Manager, New Orleans Charity Hospital Mitigation and Relocation—URS, New Orleans, LA, 2006–2011

- Served as key manager in securing over $500 million in FEMA funds to relocate and rebuild the medical center.
- Led project team during field assessments to record missing storm damages for all 23 buildings on LSU Medical Center campus.

H2BRAVO

PHYLLIS FOULDS

Subject Matter Expert



20 YEARS OF EXPERIENCE

Areas of Expertise

- Executive team leadership
- Extensive knowledge of the CDBG-DR Program
- Grantee Audit/Technical Assistance Engagements
- HUD and OIG Audit Resolution
- DRGR System User and Grantee Support
- Financial Management Subject Matter Expert
- Staff and grantee training and public speaking

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Successful team manager and senior staff member with over 20 years of experience in disaster recovery programs funded through the US Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) program.

- Learned disaster recovery and federal grant management from the ground up, beginning in 1998 as a local government sub-recipient of CDBG-DR funds following a devastating flood event in her rural home community. Years later, Phyllis extended her work in disaster recovery with the State of Texas in its recovery efforts following Hurricanes Katrina and Rita.

- As a State employee, Phyllis worked extensively with local government sub-recipients and HUD staff, serving as a point of contact during HUD audits and technical assistance visits.

- She also lead the team responsible for creating and managing data in HUD's Disaster Recovery Grant Reporting (DRGR) system through the "digital" DRGR Action Plan and Quarterly Progress Report (QPR) submissions. Her team was responsible for gathering and reporting financial and performance data to HUD from hundreds of local government entities and massive state-run recovery programs, while reconciling that information with State databases.

- Phyllis left the State in 2013 to join HUD as a Financial Analyst for the Community Planning and Development (CPD) Disaster Recovery Division. She advanced to become a CPD Specialist and eventually one of the original Regional Assistant Directors for the newly created Office of Disaster Recovery (ODR). Under her leadership, the Fort Worth regional team was responsible for one of the largest ODR portfolios, managing grants in HUD Regions VI and VII.

- Prior to her state and federal employment, Phyllis had over 20 years of experience in local government, serving as County Auditor for Goliad and DeWitt Counties, as well as the transportation grant accountant for the Golden Crescent Regional Planning Commission.

- Phyllis has extensive experience in developing program policies and procedures, interpreting state and federal regulations, financial management, budget, accounting, human resources and audit development and resolution.

- She is familiar with the CDBG-DR process from implementation of a special appropriation, through the grant award process, action plan development, grant implementation and oversight, to grant closeout. She has served as a subject matter expert and provided technical assistance to numerous CDBG-DR grantees in their financial management and DRGR system use and support.

PAST AND PRESENT PROJECTS

HUD – Disaster Recovery Division/Office of Disaster Recovery, 2013 – 2023

Financial Analyst, 2013 - 2015

- Participated in dozens of on-site monitoring visits, assisted in resolution of HUD and OIG grantee audits, coordinated with HUD Finance, OIG, General Council, and DRGR contractors to ensure HUD systems and grant agreements complied with federal regulations and congressional appropriation requirements.
- Served as primary point of contact for the DRGR Team and grantees in establishing P.L. 113-2 grants and developing DRGR system enhancements to comply with financing and programmatic requirements associated with that appropriation.

Community Planning and Development (CPD) Specialist, 2015 - 2019

- Served as grant manager for several CDBG-DR grants and continued to serve as a financial management subject matter expert for new Financial Analysts of the division.
- Continued to participate in HUD monitoring and TA engagements, and coordinate with other HUD offices/divisions in support of the CDBG-DR program.
- Provided technical support to HUD staff and grantee DRGR users.

Assistant Director – Fort Worth Regional Office (HUD Regions VI & VII), 2019 – 2023

- As one of the first regional assistant directors for CPD's Disaster Recovery Division, Phyllis helped develop the "regional" format for CDBG-DR and create new policies and procedures as the division evolved into the Office of Disaster Recovery (ODR).
- Supervised ten staff members who managed one ODR's largest grant portfolios in HUD Regions VI and VII – serving the Gulf Coast and Mid-Western US.

State of Texas – Disaster Recovery Programs, Texas Department of Rural Affairs (TDRA) / Texas Department of Housing and Community Affairs (TDHCA) / General Land Office (GLO, 2007 – 2013

- Phyllis joined the Texas Department of Rural Affairs (TDRA) following Hurricanes Katrina and Rita. She coordinated with local government sub-recipients of CDBG-DR funds through their contracted grant consultants.
- She performed desk audits of sub-recipient draw requests and gathered recovery progress to provide data to the State's DRGR Reporting Team. As the State of Texas received additional CDBG-DR awards, the management of those grants was reassigned to other state agencies (TDHCA and GLO).

- Phyllis transitioned to those agencies and continued to advance her career in disaster recovery. She was promoted to a management position with GLO and served as a point-of-contact with HUD staff during federal monitoring visits and audit resolution.
- She was responsible for the development and maintenance of DRGR Action Plans in support of multiple grant awards. These DRGR Action Plans included thousands of individual DRGR activities funded with billions of dollars in federal recovery funds. It was her job to ensure that each grant met the prescribed Overall Benefit requirements and adhered to funding caps and limits, as well as establishing the description, National Objective, beneficiary and performance goals for each activity.
- Her team was also responsible for submission of the QPRs for each grant award and ensuring that the reported data reconciled to the State's fiscal and programmatic records.

County Auditor, Goliad County, 2003 – 2007

- Served as chief financial officer for the county. Responsible for budget, inventory, accounts payable, risk management, human resources, financial reporting, annual audit, departmental audits and ensuring compliance with applicable State and Federal laws and regulations.
- When Phyllis was first appointed to the position, the county had a history of budgetary non-compliance, and only had a six-week year-end operating fund balance. During her tenure, the county operated within its annual budget each year and by the end of her term, had achieved a four-month year-end operating fund balance.

Transportation Grant Accountant, Golden Crescent Regional Planning Commission, 2001 – 2003

- Performed desk audits of sub-recipient draw requests from local Rural and Medical Transit Authorities and created/submitted a comprehensive draw to Texas Department of Transportation (TxDOT) to draw federal DOT and Medicare funds on behalf of those local entities.
- She also reviewed annual grant applications submitted by each entity to determine eligibility and propose grant awards to TxDOT.

County Auditor, DeWitt County, 1991 – 2001

- Served as chief financial officer for the county. Responsible for budget, inventory, accounts payable, risk management, human resources, financial reporting, annual audit, departmental audits and ensuring compliance with applicable State and Federal laws and regulations. During her tenure, she served on the Texas Association of County Auditor's Board of Directors and the County received the Government Finance Officers Association Award of Excellence for Financial Reporting each year she was in office.

Victoria County, 1983 – 1991

Audit Clerk – County Auditor's Office, 1983 - 1989

- Accounts payable, departmental audits, bank reconciliation, general accounting duties.

Chief Deputy Treasurer – County Treasurer's Office, 1989 – 1991

- General Ledger management, bank reconciliation, payroll/personnel management, development and management of chart of accounts, and general accounting duties.

H2BRAVO

JENNIFER MOLINARI

Program Management Lead

MCS
MOLINARI CONSULTING SERVICES

22 YEARS OF EXPERIENCE

Areas of Expertise

- CDBG-DR Program Design & Implementation
- Federal & State Housing Policy Expertise
- Disaster Recovery Operations & Strategic Planning
- HUD & FEMA Regulatory Compliance
- Multifamily and Single-Family Housing Program Oversight
- Public Sector Project Management

Professional Development

- P M Professional Certification Training
- HOME Certified Specialist
- Davis-Bacon
- 2 CFR Part 200

Employment History

- Molinari Consulting Services, Austin, TX (2023-2025)
- Program Manager for Housing Authority of City of Fort Myers Multifamily CDBG-DR Projects (9/2023 – Present)
- Texas General Land Office, Austin, TX (2017-2023)
- Director of CDBG-DR Housing Programs (9/2017 – 2023)
- Texas Department of Housing and Community Affairs, Austin, TX (1995-2017)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than twenty years of experience in the strategic development, administration, and oversight of multi-billion-dollar initiatives. She specializes in the Community Development Block Grant – Disaster Recovery (CDBG-DR) program, as well as the HOME Investment Partnerships Program, and has led large-scale, high-impact programs at both the state and local levels.
- Project Manager, Housing Authority of the City of Fort Myers: Currently managing multifamily housing projects funded through CDBG-DR, focusing on recovery and redevelopment efforts post-Hurricane Ian.
- Director of CDBG-DR Housing Programs, Texas General Land Office: Led administration of over $2.7 billion in housing recovery funds following Hurricane Harvey, including single-family and rental housing programs. Designed and implemented new programs from the ground up, establishing strategic plans, operational benchmarks, and compliance systems that ensured successful audits and delivery.
- Demonstrated proficiency in program implementation in the delivery of several high-profile housing recovery programs and activities, three of which had no precedence, with no major audit or compliance issues.

PAST AND PRESENT PROJECTS

Program Manager, Housing Authority of City Fort Myers CDBG-DR Projects – Molinari Consulting Services, September 2023 – Present

- Manage multifamily housing redevelopment projects funded through CDBG-DR, supporting long-term disaster recovery and affordable housing initiatives.
- Coordinate with stakeholders and contractors to ensure timely delivery of federally funded housing projects within compliance and budget parameters.
- Provide subject matter expertise on HUD regulations, project controls, and reporting requirements tied to CDBG-DR funding.

Director, CDBG-DR Housing Programs – Texas General Land Office (GLO) September 2017 – 2023

- Directed state-run single-family housing programs totaling over $2 billion and rental housing programs exceeding $700 million for Hurricane Harvey disaster recovery.
- Led strategic planning and operational implementation for new disaster recovery housing programs, resulting in the successful launch of three first-of-their-kind initiatives.
- Developed and implemented comprehensive policies, procedures, and program guidelines ensuring compliance with HUD regulations and 2 CFR Part 200.
- Oversaw program performance, expenditure tracking, and federal reporting to ensure alignment with timelines, benchmarks, and state/federal audit standards.
- Managed internal teams and external vendors to optimize workflow and ensure consistent, high-quality project delivery.

Director, HOME Program – Texas Department of Housing and Community Affairs (TDHCA) 2012 – 2017

- Oversaw the administration of over $20 million annually in HOME funding for single-family housing activities statewide.
- Ensured compliance with HUD regulations, managing commitment and expenditure deadlines, reporting deliverables, and annual performance targets.
- Developed and monitored programmatic goals aligned with federal guidelines and state priorities, strengthening housing delivery across urban and rural regions.
- Served as primary point of contact for HUD audits and monitoring visits, with a successful record of no major findings.

H2BRAVO

MARTIN RIVERA

Program Management Lead



27 YEARS OF EXPERIENCE

Areas of Expertise

- Strategic Planning and Implementation
- Creating Administrative Structures Aligned with Funding Requirements
- Developing a Framework for Compliance and Quality Standards Environments
- Effective Leadership and Management in Executing and Sustaining Initiatives

Education

- BBA, Accounting, Southwest Texas State University
- Certified Fraud Examiner (Member #640328)

Employment History

- Principal – MKOR Consulting Services, LLC | 01/2023 – Present
- Deputy Director, Monitoring & Quality Assurance – Texas General Land Office |08/2020 – 02/2023
- Director, Quality Assurance & Process Improvement (QAPI) – Texas General Land Office | 02/2016 – 08/2020
- Quality Assurance & Process Improvement Manager / Manager IV – Texas General Land Office | 09/2011 – 01/2016
- Senior Quality Assurance & Quality Control Specialist / Auditor V – Texas General Land Office | (Role concurrent with above position; dates included above)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Over 27 years of specialized experience in federal grant administration, compliance, auditing, and monitoring, with a portfolio exceeding $13.5 billion in federal funding (CDBG-DR, CDBG-MIT, ARPA, and more).
- Designed and implemented enterprise-wide compliance frameworks and risk-based monitoring strategies that align with federal requirements under 2 CFR Part 200, HUD, FEMA, and Treasury guidelines.
- Developed Key Performance Indicators (KPIs), risk assessment tools, and internal controls to assess program performance, financial accuracy, and regulatory compliance.
- Led multi-disciplinary teams (50+ staff) across auditing, housing inspections, and community quality assurance to monitor and evaluate federally funded housing and infrastructure programs.
- Served as external audit liaison, coordinating responses to HUD OIG, FEMA, and Single Audit findings and developing defensible Corrective Action Plans (CAPs).
- Led investigations and oversight of fraud, waste, and abuse claims, coordinating with federal enforcement entities to protect program integrity.

PAST AND PRESENT PROJECTS

MKOR Consulting Services, LLC - Principal | 01/2023 — Present

- Founded to leverage my experience in state and federal grant administration, MKOR provides value-added solutions to organizations administering grants. As the principal, I focus on delivering comprehensive analysis and optimizing business processes that produce tangible results. These efforts drive actionable outcomes, accelerate service delivery to communities and their beneficiaries, and empower organizations to achieve their grant objectives.
- Harris County Flood Control District: As a subcontractor to GrantWorks and KSBR, LLC, MKOR enhances CDBG DR/MIT monitoring strategies, supports QA/QC reviews, and provides compliance support. We assist with policy and procedural enhancements, specializing in financial management support.
- Capital Access, Inc. (CAI): Under a master agreement with Stralto, Inc., MKOR supports CAI as a subcontractor, focusing on technical assistance and financial and grant management for the City of Fort Worth's Winter Storm Uri CDBG-DR program.

- Harris County Community Services Department: We were awarded a contract to enhance housing development efficiencies under ARPA and Community Land Trust initiatives. Although this partnership concluded earlier than anticipated, the experience reinforced our capabilities in navigating complex projects and provided valuable insights that continue to inform our approach to achieving grant objectives in challenging environments.

Texas General Land Office, Deputy Director, Monitoring & Quality Assurance | 08/2020 — 02/2023

- Spearheaded the strategic planning, development, and implementation of the Monitoring & Quality Assurance (M&QA) department's initiatives, ensuring effective oversight of a diverse portfolio.
- Directed and managed three specialized teams, totaling 50+ employees, with distinct focuses: the MQA team conducted audits and monitored grant activities, overseeing federal grants totaling $13.5 billion; the Housing QA team conducted inspections of single-family and multifamily housing construction; and the Community Quality Assurance team reviewed complaints and appeals for CDBF-DR programs.
- Achieved exceptional compliance and high-quality standards across disaster recovery operations through effective leadership and communication.
- Implemented and supervised risk assessment methodologies, comprehensive monitoring plans, and key performance indicators, facilitating over 100 annual reviews across all three teams.
- Supervised compliance, performance, and statutory audits, including financial, inspection, programmatic, and special reviews.
- Oversaw the preparation and presentation of audit, monitoring, and quality assurance reports, ensuring clear and concise communication of reportable issues. Reviewed corrective action plans to ensure effectiveness in addressing and resolving matters.
- Conducted real-time quality assurance reviews to ascertain financial and program compliance, resulting in value-added quality assurance reports and enhanced program operations.
- Guided and provided direction in managing fraud, waste, and abuse claims and reviews, collaborating effectively with federal agencies to ensure coordinated review outcomes and the execution of corrective action plans.
- Supervised the subrecipient single audit function.
- Served as the external audit liaison, leading the development of responses and corrective action plans to address published audit reports.

Texas General Land Office, Director, Quality Assurance & Process Improvement (QAPI) | 02/2016 - 08/2020

- Provided strategic direction and leadership for the QAPI department, overseeing its monitoring and auditing activities related to Federal programs.
- Spearheaded the coordination, development, and implementation of comprehensive risk assessments and monitoring plans.
- Created and assigned key performance indicators while establishing annual compliance goals and objectives. Approved and managed schedules, priorities, and performance standards to achieve set goals effectively and within required timeframes.
- Led the preparation of compliance reports, ensuring that corrective actions were strategically designed to address and resolve reportable issues.
- Liaison with external auditors, responding to audit reports and ensuring timely and effective resolution of identified issues by implementing corrective action plans.

H2BRAVO

HEATHER BROTHERS

Partner/Program Manager



23 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- FEMA PA Program
- FEMA STEP Program
- Environmental Review
- Grant Administration
- Operational Planning
- Program Design
- Program Policy Development
- Contractor Management
- Construction Management
- Production Management
- Organizational Leadership
- Program Implementation
- Program Start-up

Education

- BS, Finance, Louisiana State University, 1999

Employment History

- H2Bravo, Project/Program Manager, 2017 - Present
- URS Corporation/AECOM, Project Manager 2010 - 2017
- URS Corporation, Project Controls – 2005 – 2010
- Lockwood, Andrews & Newman, Project Controls – 2002 – 2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Senior Project Manager with expertise in implementing housing recovery programs with both FEMA PA and HUD CDBG-DR funds. Heather has excelled in this role since 2008, and her experience spans across several states including Texas, Mississippi, New Jersey, New York and Louisiana.
- Detail oriented and process driven project manager, with a rare and key ability to maintain a production-oriented focus to keep housing recovery programs moving forward and on schedule through mining and analyzing data to proactively identify and address issues and production chokepoints.
- Developed expertise through involvement and management of disaster recovery programs containing large-scale scattered site projects, multi-family housing, environmental review, policy development, program implementation, quality assurance, labor standards, fair housing and construction management.
- In addition to her proven ability to implement CDBG-DR projects, she has been instrumental in the development of these programs for sub-recipients, including the development of critical processes and removal of barriers to the successful delivery of funds to individual projects.
- Project Manager for several Disaster Recovery Housing Assistance Programs including Single Family Owner-Occupied, Single Family Rental, Multi-family Rental, and Slum and Blight Demolition.
- Heather is a critical resource due to her vast library of lessons learned and ability to identify opportunities for increased efficiency. Of note, one of Heather's $195M CDBG-DR housing projects endured a multiday audit with no findings and received praise from HUD.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager (2020 – present).

- Production manager for the construction management component of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for day to day construction management operations, including contractor coordination, management of the contractor invoice review team, management of change orders, inspector coordination and issue resolution.

- Heather is also responsible for overall data management and reporting.

Production Manager, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-2020

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing. After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs. The program will reimburse approximately 3,000 Texas Homeowners by early 2020.
- Ms. Brothers' skills and previous CDBG-DR experience were used to help design a successful program implementation approach. She manages production of eligibility reviews, duplication of benefits reviews, reimbursement calculations and environmental reviews for the program. She works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2017-2018

- The Partial Repair and Essential Power for Sheltering Program was a FEMA funded temporary sheltering program the State of Texas is successfully implemented after Hurricane Harvey hit in August 2017. The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- Ms. Brothers managed production of inspections and construction progress for the program. She worked to ensure every homeowner was served as quickly as possible. She also assisted in evaluating change orders, developing the program database, reviewing inspection documents, construction issue resolution, and resolving contractor and homeowner issues.

AECOM, Project Manager, 2010 – 2017

Operations Manager, State of Louisiana, Louisiana Shelter at Home (SAH) Program – August 2016 Floods, Louisiana, 2016-2017

- The Shelter at Home Program is a FEMA funded temporary sheltering program the State of Louisiana successfully implemented after the historic floods that hit in August 2016. The program provided over 10,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their flood damaged homes.
- Ms. Brothers oversaw Case Management, Call Center and Production operations for this program. She worked successfully to ensure every application was properly evaluated and served as quickly and efficiently as possible. She also assisted the construction team in evaluating change orders, reviewing inspections documents, construction issue resolution, and contractor and homeowner issues.

Program Manager, Texas General Land Office (GLO) Lower Rio Grande Valley Development Council (LRGVDC), Hurricane Dolly Housing Round 2 Non-Rental, Rental Program, Texas, 2015-2017

- The HUD CDBG disaster recovery program consists of the construction or relocation of over 750 single family owner occupied homes, constructing 12 single family rental homes, 5 multi-family developments.

- The program team performed program development tasks, Notice of Funding Availability development, Fair Housing reviews, proposed site reviews, application intake, eligibility reviews, environmental reviews, housing quality inspections, damage inspections including scope development, house plan development including Section 504 requirements, construction inspection services, contractor management, labor standards oversite, draw requests processing, financial management, quality assurance and project closeout.

Program Manager, Texas General Land Office (GLO) City of Galveston, Hurricane Ike Housing Round 2 Non-Rental Program, Texas, 2015-2016

- The HUD CDBG disaster recovery program consists of the construction of over 300 single-family owner-occupied homes in the City of Galveston Ms. Brothers was responsible for directing the successful administration of this grant with financial, reporting, construction management and compliance oversight.
- Ms. Brothers' ability to notice barriers and develop processes to remove those barriers was instrumental to complete construction on some of the largest and most difficult rehabilitation projects in this program.
- The program team performed program development tasks, outreach, application intake, eligibility, environmental reviews, housing quality inspections, damage inspections, house plan development, coordination with state and local historical commissions, coordination with City of Galveston staff, construction inspection services, contractor management, draw request processing, financial management, quality assurance and are in the final stages of project closeout.

Program Manager, Texas General Land Office (GLO) South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Round 2 Non-Rental, Rental and Slum and Blight Program, Texas, 2012-2017

- The HUD CDBG disaster recovery program consists of construction of over 800 single family owned and occupied homes in Southeast Texas, relocation of 59 families to newly purchased homes, construction of 55 single family rental homes, 5 multi-family developments including over 450 public housing units, and demolition of over 500 blighted properties with funding over $195M.
- Ms. Brothers is responsible for directing the successful administration of this grant with financial responsibilities, reporting, implementation of AFFH requirements, construction management, and compliance oversight, from the development of program through construction of each home, multi-family development or demolition project.

City of Galveston Hurricane Ike, Round 1, Texas General Land Office – Environmental Manager, 2011 – 2013

Project Manager, South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Program Round 1, Texas, 2010-2012

- The HUD CDBG disaster recovery program consists of the construction of over 700 single family homes in southeast Texas.
- Ms. Brothers was responsible for leading the project, which included housing quality standards inspections, damage assessments, plan development, construction inspections and contractor management for single family homes.

- Ms. Brothers' process development skills were used to create efficient, organized approach to designing and constructing quality single family homes for qualified applicants of this program. The program delivered more than 700 professionally designed, sustainable housing projects.

Hurricane Katrina CBDG-DR Program, Mississippi Development Authority – Environmental Manager, 2008 - 2010

H2BRAVO

EMILY BATTS

Program Controls



11 YEARS OF EXPERIENCE

Areas of Expertise

- Program Controls
- Federal Grant Programs
- Budgeting
- Contract Management
- Cash Flow Projections & Analysis
- Invoicing
- Procurement
- Tracking Receivables
- Process Improvement
- Monitoring Support
- Expenditures Projections
- Power BI
- Tableau

Education

- BS, Small Business Management/HR,
- Southeastern University, 2008

Employment History

- H2Bravo, LLC, Project Manager, 2022 - Present
- Dow Chemical, Data Manager, 2017-2022
- AECOM, Project Controls, 2015-2017
- URS Corporation, Project Controls, 2012 - 2015
- Performance Contractors, Payroll, 2008-2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ 10 years of experience with program controls, for private and government funded projects.
- ✓ Responsibilities include providing cash flow reports to Project Managers, tracking change orders, invoicing, collecting aged receivables, and procurement of subcontractors.
- ✓ Has experience completing month-end reports with balance sheet reconciliations using reports obtained from SAP.
- ✓ Has software training for Power BI, SAP, and Microsoft Office accounting and program controls for FEMA and HUD CDBG-DR funded grant programs and private sector projects.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager – Houston, TX, 2022-Present

- Working with contractors on their invoices to make sure they meet GLO requirements.
- Helped implement changes to the draw process to get contractors paid sooner and reduce RFIs.
- Tracking Contractor draw submittals to make sure H2Bravo meets our 7 day turn around to GLO.
- Created tracking and ability to assign the responsibly party for RFIs.

Build it Back Program Closeout, Deputy PM – NY, NY, 2023-Present

- Working for the NYC Housing Recovery Office (HRO) executive management and staff on the close out of applicants from Hurricane Sandy Recovery Program.
- Responsible for assisting with the creation of a database and workflow for applicant close out. Including the mapping of HUD vouchers to individual contractor payments.

Dow Chemical – Dow Logistics Technology Center, Data Manager– Plaquemine, LA, 2017-2022

- Managed Budgeting and Forecasting data for all Logistic plants for Dow Chemical.
- Monitor all sites monthly to make sure they are staying within their budget for the year.
- Managed multiple Forecasting and budgeting Dashboards for Dow Leadership.
- Responsible for 11 sites rail invoicing.

- Assisted with data transfer, invoicing, new contracts when Logistics of rail and marine were sold for the 11 sites.
- Worked on Benchmark project for 2017 to 2020 visiting sites to help find areas to save money and increase production.
- We also would share technology between sites if it would be beneficial to their process.

Financial Analyst, AECOM, Louisiana Shelter at Home (SAH) Program, 2016 - 2017

- Assisted with the startup of Shelter at Home project.
- Participated in hiring temp staff and management of Case Managers.
- Responsible for project reports, and reporting on Subcontractors.
- Worked with the call center team to establish call logging protocals.
- Implemented tracking of calls and applications received each day to setup their call log.

AECOM, Armand Corporation, New York Governor's Office of Storm Recovery (GOSR), New York Rising Housing Recovery Program, Financial Analyst, 2015 - 2017

- Assisted with the Program financial controls and budgeting functions and financial data analysis and invoicing for the GOSR Program.
- Responsible for Project accounts receivable and accounts payable.
- Quarterly reporting on workforce to the State.

Project Controls, URS/AECOM, Texas General Land Office (GLO) Programs, 2013 - 2017

- Managed the project controls and budgeting functions including forecasting and financial data analysis and invoicing for the GLO Program.
- Performed data quality assurance reviews on program inspections to ensure the integrity of billings.
- Responsible for overall project financial management, including both accounts receivable and accounts payable.
- The Texas GLO programs included City of Galveston Round 1, Lower Rio Grande Valley Development Council (LRGVDC) Round 2, Souteast Texas Regional Planning Commission (SETX-RPC) and City of Galveston Round 2.

H2BRAVO

JENNIFER SMITH

Program Management Lead



13 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- FEMA Programs
- Program Setup
- Data Management Systems
- Production Metrics
- Grant Administration
- Policy Development
- Contractor Management

Education

- B.S., Science, Louisiana State University, Health Science Center, Baton Rouge, LA, 2010

Employment History

- H2Bravo, LLC, 2017–Present
- AECOM, 2012–2017
- Baton Rouge General Medical Center, 2010–2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than ten years of experience with project operations, production, and oversight for federally funded housing recovery programs. This experience includes preparing staffing plans and work breakdown schedules, and process implementation.
- Knowledgeable about FEMA programs and disaster case management programs.
- Excels in management and quality assurance of data management systems, ensuring compliance with personally identifiable information (PII) requirements and correct organization of project files.
- Experienced with rapid start-up, helping establishing project teams and call centers within 48 hours of award.
- Ensures completion of work on schedule and within budget by analyzing workflow and setting schedules.
- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance for disaster recovery efforts related to Hurricanes Rita, Ike, and Dolly.

PAST AND PRESENT PROJECTS

Project Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- Provides programmatic oversight to all 4 case management firms.
- Responsible for day-to-day program operations and maintains close collaboration with the client, ensuring consistent updates on the operations of each case management firm.
- Manages the inspection process for the program and works to ensure every eligible home is inspected as quickly as possible.
- Collaborates with the client and all case management firms to come up with creative solutions for otherwise unsolvable cases.
- Develops policies and procedures in accordance with program guidelines and provides training to the case management firms ensuring all staff are operating within program guidelines.
- Develops logic for the system of record and provides training to all case management firms ensuring accurate use of the system.

- Responsible for overall data management and reviews all reporting for accuracy.
- Manages the daily production and quality controls of all tasks ensuring program goals are achieved.

Operations Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – H2Bravo, Lafourche, LA, December 2021 – January 2022

- Provided management, direction, and oversight of the activities associated with all call center staff.
- Managed the day-to-day activities of the call center staff who were responsible for reviewing and researching applicant files as well as calling and scheduling substantial damage inspections.
- Developed policies and procedures in accordance with program guidelines and provided employee training to ensure all staff were operating within program guidelines.
- Managed the daily production and quality controls of all tasks ensuring program goals were achieved.

Project Manager, Office of Community Development, Restore Louisiana (RELA) – H2Bravo, Baton Rouge, LA February 2020 – September 2021

- Provided direction, management, and oversight of the activities associated with the Small Business Loan (SBA) reimbursement task.
- Worked with the team to developed eligibility criteria and process flow, reviewed eligibility data, provided oversight and guidance to staff completing the reviews.
- Managed applicant question and concerns, managed applicant appeals and made the final determination for these files.
- Worked with the client and construction team to resolve applicant concerns and addressed any additional requests from the applicant. Reviewed and reconciled programmatic data to ensure accuracy.

Eligibility Specialist, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Austin, TX, 2019 – February 2020

- Ensured that applications met the criteria established by GLO before progressing through the Program.
- Reviewed applicants' initial submissions to the Program for items such as FEMA flood zones, HUD income levels, property ownership, and primary residence, and validates that submitted properties were damaged by Hurricane Harvey.
- Identified application deficiencies and worked with Program staff until applications are complete.
- Conducted quality control reviews of income to ensure accuracy and completeness, and reviewed receipts to determine expense eligibility.
- Worked with the Environmental Team reviewing Damage Repair Verifications (DRVs) to determine what proposed action is required before the application entered the Environmental Review Process.

IT Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Austin, TX, 2017–2018

- Helped to develop the data management system that guided applicants through the PREPS process, ensuring that all applicants met each necessary milestone through completion.

- Provided daily support to the Construction and Production Managers as needed for all aspects of the Program. These included applicant research and data analysis.

Deputy Program Manager, Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Shelter at Home (SAH) Program—AECOM, Baton Rouge, LA, 2016–2017

- Assisted the Program Manager as the team performed program management, outreach, intake, and eligibility determination, as well as site inspections and construction administration.
- Assisted in establishing the team and call center within 48 hours of award.

Production Manager, New York Governor's Office of Storm Recovery (NY GOSR), Special Services Block Grant (SSBG) Program—AECOM, New York, NY, 2015

- Responsible for the daily operation of the team. Coordinated and tracked team assignments and held the team to deadlines.
- Educated the team on project policies, procedures, and updates.
- Maintained the project standard operating procedures (SOPs) library; updated all documents as process workflow and implementation plans changed.
- Served as single point of contact for the back-house applicant analysis tasks, serving as liaison between field and office staff.
- Led a team of approximately 22 full-time employees.

Deputy Production Manager, NY GOSR, SSBG Program—AECOM, New York, NY, 2015

- Assisted the Production Manager manage the process flow and resolving inefficiencies.
- Coordinated team leads and hand-offs of applicants within the population, as the applications moved through multi-step task work streams.
- Managed the day-to-day tasks of in-house teams for document review and identification.
- Served as the point of contact between field operations and back-house operations.

Construction Production Supervisor, Texas GLO, Hurricanes Ike, Rita, and Dolly Disaster Recovery Programs—AECOM, Austin, TX, 2012–2015

- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance efforts related to Hurricanes Rita, Ike, and Dolly.
- Responsible for day-to-day operation of the Plans and Specifications Team, ensuring that assignments moved through the production process and back to the field.

H2BRAVO

ROSS WOODS

Project Manager

20 YEARS OF EXPERIENCE

Areas of Expertise

- Advanced proficiency in Microsoft Excel, MS Office Suite, Salesforce, Power BI, Visio, Microsoft Dynamics, Google Analytics, Smartsheet, and Quickbase
- Data management and Analytics, including proficiency with SQL, R, and Python
- User Acceptance Testing
- AI prompt engineering and API Implementation
- Project Management and Agile
- Methodologies
- Change Management
- Federal cross-cutting grant management & compliance (CDBG, CDBG-DR, CDBG-MIT, CPF, URA)

Education

- SMBA // Economic Development, Eastern University, St. Davids, PA, Graduated 2014
- BBA // Real Estate, University of Georgia, Athens, GA, Graduated 2006

Employment History

- Qualis Consulting, LLC, 2025
- GrantWorks, 2023-2025
- NYC Office of Technology and Innovation, 2021-2023
- NYC Mayor's Office of Housing Recovery Operations, 2019-2021
- Capital Access, Inc. 2014-2019
- HOPE worldwide 2009-2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ Proven leader in managing cross-functional teams and concurrent work streams to drive measurable results. Skilled in advancing tech adoption, boosting revenue, and streamlining operations.
- ✓ Passionate about leveraging tech-enabled solutions that create meaningful impact for clients and communities.

PAST AND PRESENT PROJECTS

Founder & Principal Consultant, Qualis Consulting LLC, Founded 2021, New York, NY, Apr 2025 – Present

- Lead a boutique consulting firm, delivering strategic, tech-enabled solutions to public, nonprofit, and private sector clients. Services include grant management, product development, and operational modernization.
- Partner with government agencies and nonprofits to design and implement compliant, high-impact programs
- Advise clients on business process reengineering and digital transformation strategies
- Cultivate a mission-driven, capacity-building approach centered on sustainable outcomes

Associate Vice President, Community Development, GrantWorks, New York, NY, Mar 2023 – Apr 2025

- Led strategic partnerships with local and state government agencies, nonprofit organizations, and private sector stakeholders to develop and implement largescale program solutions, including over $1 billion in active grant funds to drive sustainable community development, infrastructure, and housing initiatives across multiple regions
- Led UI redesign and implemented automation in GrantWorks' project management platform, enhancing user adoption and streamlining project tracking for 550+ projects across 250 clients
- Developed progress billing for administrative contract milestones, unlocking ~$3 million in billable revenue and accelerating billing timelines
- Designed initiatives to prioritize employee retention and increase opportunities for employee career advancement, overseeing 75+ staff members across six departmental divisions

- Conducted revenue projections analysis and overhauled billing structures, enabling accurate budget forecasting for $1 billion in active grant funds

Senior Program Manager, COVID-19 Technology Initiatives (Consultant), NYC Office of Technology and Innovation, New York, NY, Feb 2021 – Feb 2023

- Oversaw team of 25 providing program management and quality assurance for the VAX application on behalf of the NYC Office of Technology and Innovation Scaled VAX platform through 19 major releases to support over 50 public and private providers which administered 4.3 million COVID vaccines across 2,500 sites in under two years
- Led end-to-end provider management and support including onboarding, training, operations management, support, and reporting & analytics
- Coordinated across multiple city agencies, including City Hall, to execute evolving and emergent public health imperatives, including retooling the application to support the Monkeypox vaccine
- Led agency support and user acceptance testing for the NYC Emergency Housing Voucher Case Tracker, which integrates client referrals across 13 city agencies for tracking and reporting through voucher issuance

Associate Director, NYC Mayor's Office of Housing Recovery Operations, New York, NY, Feb 2019 – Feb 2021

- Ensured compliance with federal, state, and local regulations in the administration of the $2.2B CDBG-DR funded Build it Back (BIB) housing recovery program
- Oversaw organization-wide data management, analysis, and reporting
- Managed special projects including the City's acquisition or buyout of stormdamaged properties, complex Duplication of Benefits coordination, and closeout of the CDBG-DR grant

Consultant, Capital Access, Inc., New York, NY, Aug 2014 – Feb 2019

- Oversaw a portfolio of projects and client engagements in the role of relationship manager assisting clients with the development and implementation of strategic solutions
- Managed various cross-departmental work streams leading a project team of up to 13 members responsible to ensure applicant eligibility and non-duplication of benefits for over 1,500 homeowners served through BIB
- Proven ability to strategically identify insightful solutions to problems as evidenced by decreasing total applicant processing timeframe from 6 months down to 3 months for the $80M New York State Acquisition for Redevelopment program

National Field Director, HOPE worldwide, Wayne, PA, Jan 2009 – Oct 2013

- Led the retooling and rebranding of the AmeriCorps program into a workforce development program to equip 17- to 24-year-olds for careers in the nonprofit sector
- Oversaw a federally funded AmeriCorps program that engaged 150+ AmeriCorps members to serve 1,100 at-risk youth annually
- Responsible for drafting and allocating annual budget of $500K, grant compliance and reporting, marketing and program enrollment, and publicfacing program representation
- Created and facilitated the National Youth Advisory Council to encourage yearround local service with HOPE worldwide generating interest in AmeriCorps resulting in a 150% increase in program applications

H2BRAVO

RYAN BRACH

Project Manager



4 YEARS OF EXPERIENCE

Areas of Expertise

- Program Management
- Call Center Management
- Policy Development
- Human Resources
- Finance
- Data Management

Education

- Masters of Business Administration, Loyola University, New Orleans, LA 2003
- Bachelors of Business Administration, Loyola University, New Orleans, LA 2000

Employment History

- H2Bravo, LLC, 2021–Present
- Rotolos Franchising, 2018–2021
- Beach Pizza Management, 2008–2018

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Brach has over a decade of experience with operations management, policy creation, human resources, strategic planning, and project oversight through his time in the restaurant industry.
- His experience as a C-level leader in the franchise industry and a multi-unit business owner lends itself to maximizing the resources and efficiency as a project manager for H2Bravo.

PAST AND PRESENT PROJECTS

Data, Reporting, and Finance Lead , Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources.
- This unified system also tracked all case manager time, firm billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- The Reporting Lead examines the data within the system of record and generates comprehensive reports, which serve as essential management tools for the case management firms. They take a proactive approach to analyzing the data, actively seeking out trends that reveal how cases are progressing through the process. Additionally, conducting quality control for each case to ensure accuracy, verifying that the correct information, and documentation is on file is a key to reporting accuracy.

Lafourche Parish Hurricane Ida Substantial Damage Assessments, Deputy Project Manager – Baton Rouge, LA, 2021.

- Managed the day-to day activities of a call center with regards to damaged homes in Lafourche Parish due to Hurricane Ida with a population of over 18,000 homes. The call center staff was tasked with researching applicant files,

calling homeowners for inspections, and actively managing the data collected throughout the process.
- Developed and implemented Standard Operating Procedures for research tasks including training, troubleshooting, and oversight.
- Assisted in quality controls and production management for call center staff.
- Tracked and managed staff payroll with regards to program budgets and efficiency.

TASK 11

TECHNICAL AND ENGINEERING SUPPORT FOR INFRASTRUCTURE AND HOUSING PROJECTS

H2B H2BRAVO

TASK 11 – TECHNICAL AND ENGINEERING SUPPORT FOR INFRASTRUCTURE AND HOUSING PROJECTS

H2Bravo seeks qualification only for single-family housing. We are not proposing these services for multifamily or infrastructure projects.

Understanding of Requirements

The State may require technical support to review damage assessments, scopes of work, cost estimates, and feasibility studies for single-family housing projects, along with targeted spot-checks and compliance assessments during construction. The objective is to ensure technical accuracy, consistency with program requirements, and adherence to federal compliance standards without duplicating the role of full inspection vendors.

The challenge is ensuring that reviews are standardized, quick, and tied to program policy while providing responsive site visits when issues arise. Programs risk cost overruns, inconsistent contractor performance, or compliance findings if technical reviews are incomplete or if complaints and appeals are not addressed promptly and fairly.

H2Bravo Approach

H2Bravo's approach builds on our history of designing and implementing contractor assignment models, standardized scopes of work, and insurance-based cost estimating systems in large-scale recovery programs.

We review damage assessments and scopes of work to verify their accuracy and compliance with program requirements. These reviews are conducted quickly, with direct feedback to the housing vendor so corrections can be made in real time, ensuring that work proceeds on a compliant foundation.

We validate cost estimates using standardized methodologies such as insurance-based estimating tools, which prevent cost inflation and ensure fair, consistent pricing across projects. This same principle is also applied to scope of work change requests. These reviews ensure accuracy and compliance. We also conduct feasibility studies to confirm whether repair or reconstruction is the most cost-effective, compliant solution for each property.

Our construction involvement is targeted. We perform spot-checks when issues arise — for example, in response to complaints or appeals — to confirm work quality and compliance. In these visits, we investigate the issue, document findings, and provide a clear resolution path that satisfies both the homeowner and program requirements. We also conduct targeted quality visits when problems are flagged by the State, the vendor, or applicants, providing corrective guidance quickly to prevent escalation.

Throughout, we integrate compliance assessments into our reviews, checking adherence to environmental conditions, labor standards, and accessibility requirements. Every review, spot-check, or quality visit produces documentation that creates a defensible, auditable record.

Anticipated Deliverables

- **Reviews of damage assessments and scopes of work.** H2Bravo will review damage assessments and repair scopes for accuracy and compliance with program requirements. Reviews will be conducted quickly, with active feedback to the housing vendor, so corrections occur before work advances.
- **Validation of cost estimates and change orders.** We will validate cost estimates using standardized methodologies such as insurance-based estimating tools. This will ensure fair, consistent pricing and provide defensible documentation for monitoring and audit.
- **Feasibility studies.** H2Bravo will conduct feasibility analyses to determine whether repair or reconstruction is the most cost-effective and compliant solution for each home, incorporating resilience and compliance standards.
- **Targeted construction spot-checks.** Rather than inspecting every home, we will conduct spot-checks in response to issues, such as complaints or appeals. In these visits, we will document findings and provide a resolution path that satisfies homeowners and meets program requirements.
- **Quality visits and issue resolution.** We will conduct quality visits when problems are flagged by the State, the housing vendor, or homeowners. Reports will include findings and corrective actions that protect compliance and restore homeowner confidence.
- **Compliance assessments.** We will verify that activities we review comply with environmental conditions, labor standards, and accessibility requirements, integrating these checks into our spot-check process.
- **Documentation and corrective action reports.** Each review or spot-check will produce a formal report that documents findings, identifies compliance risks, and recommends corrective actions, providing leadership with an auditable, actionable record.

Key Personnel

Title	Staff
Program Construction Inspection & Contractor Oversight Lead	Chad Herndon Heather Brothers
Sr. Technical Support Lead - Construction	Barry Stringer Brian Hadaway
Inspections & Cost Estimating Specialist	Bryan Carter Vincent Giambattista
Monitoring & Quality Assurance Specialists	Ross Woods Brandon Clark
Forms/Graphics Specialist	Non-Key Employee
Reporting Analyst	Non-Key Employee
Administration	Non-Key Employee

Relevant Experience

H2Bravo pioneered contractor assignment and cost standardization models in Mississippi and Texas, introducing insurance-based estimating tools to establish consistent, fair pricing across thousands of projects. In New York City's Build it Back program, our team managed oversight of complex single-family properties, including rowhouses and homes requiring elevation, and developed construction license agreements to address shared wall and foundation challenges. In Houston and Harris County, we reviewed scopes, validated contractor invoices, and provided inspection support for single-family programs. During Louisiana's Hurricane Ida Disaster Case Management Program, our inspectors conducted field assessments, cost estimates, and vendor coordination to support direct repair and rehousing. These experiences demonstrate our ability to deliver technical and engineering support at scale while focusing on compliance, cost control, and responsiveness to issues.

KEY PERSONNEL RESUMES FOR TASK 11

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CHAD HERNDON

Head of Construction Management and Chief Technology Officer



27 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- FEMA Programs
- Data Management
- Database Development
- Construction Management
- Contractor Interface
- Storm Damage Assessments
- Cost Estimating
- Feasibility Analysis
- Architectural Design
- Benefit-Cost Analysis

Education

- B.B.A., Business Administration and Marketing, Northeast Louisiana University, 1999
- U.S. Army Command and General Staff College, Ft. Leavenworth, KS, 2009

Employment History

- H2Bravo, LLC, 2013–Present
- URS Corporation, 2006–2013
- U.S. Army, 2004–2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 27 years of experience managing the development, delivery, and construction of disaster recovery programs.
- Has unique skills and knowledge of developing data management systems that are used for the case management and construction management aspects of disaster recovery programs.
- Managed over $2 billion in FEMA Sheltering and Temporary Essential Power (STEP) and CDBG Disaster Recovery (CDBG-DR) housing projects from program design through completion of construction.
- This effort included program design and guidelines that were translated into data management systems to assist with workflow and track all aspects of the project for client reporting.
- Oversaw development of a custom inspection app that was deployed to field staff and that integrated inspection findings directly into the project database.
- Retired as a Colonel in the Louisiana Army National Guard. Last assignment was Director of Strategic Plans. This involved planning all organizational strategic plans to include domestic emergency response operations. This includes close coordination with the State Office of Emergency Response as well as local representatives.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Program Construction Manager (2020 – present).

- Program construction management lead for the implementation of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for program design and leading the implementation and construction management for over $800M in repair and reconstruction of storm damaged homes.
- Key actions include damage assessments, scope of work development, builder assignments, progress, and final site inspections, pay application reviews, reporting and close-out.

Systems Development Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments—H2Bravo, Lafourche, LA, 2000–present

- Lead the development and implementation of inspection software and information management systems to support project call center and field inspection teams.
- Oversaw development of a custom inspection app that was deployed to field staff and integrated inspection findings directly into the project database.
- Oversaw development of public-facing call center software to enable the team to schedule and complete more than 18,000 inspections in a three-month period.
- Used information to help the Parish Floodplain Manager and the building department to make substantial damage estimations to support proper repair and reconstruction recovery efforts.

Construction Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2016–2017

- Served as Construction Manager for the State of Texas' $230 million emergency housing repair and sheltering initiative following the flooding from Hurricane Harvey in August 2017.
- Managed and directed a 200+ person management team and 15 construction contractors to accomplish the construction on 17,000 homes in five months.

Construction Manager, Louisiana Shelter at Home (SAH) Program—H2Bravo, Baton Rouge, LA, 2016–2017

- Managed and oversaw a 200+ person management team and nine construction contractors representing 2,200 skilled and unskilled workers to accomplish the construction on 12,000 homes in four months.

Technical Advisor, NYC Mayor's Office of Housing Recovery Operations (HRO), Build it Back Program—H2Bravo, Brooklyn, NY, 2015–2016

- Served as technical advisor to the program and construction management teams for the $268 million Build It Back/Brooklyn CDBG-DR Hurricane Sandy Housing Recovery program.
- Developed inspection standards and construction scopes of work, and supported procurements, pricing, construction inspections, and all other construction administration program functions for more than 800 flooddamaged houses in Brooklyn, NY.

Project Team Lead, NYC HRO, Build It Back Program—H2Bravo, New York, NY, 2013–2016

- Led the project team during startup of the $1.3 billion CDBG-DR Build It Back Program for Hurricane Sandy.
- Developed operational design, environmental review process, inspection standards, quality assurance (QA) process, contractor procurement, and compliance monitoring.

Project Manager, Galveston County, GLO Homeowner Assistance Programs (HAP) for Southeast Texas, the City of Galveston, the Lower Rio Grande Valley and Bastrop—H2Bravo, Galveston, TX, 2013–2016

- Served as Project Manager for compliance monitoring of a $230 million CDBG-DR housing program with more than 1,400 structures being monitored for program compliance.

Technical Advisor, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, Long Island, NY, 2013–2015

- Served as technical advisor to the Construction Manager for the $800 million CDBG-DR Hurricane Sandy housing recovery program.
- Provided expertise and assistance with design and implementation of all aspects of damage assessment, scope of work development, pricing, and design for repair, elevation, or reconstruction of more than 4,000 single-family housing projects.

Project Manager, Southeast Texas Regional Planning Commission, Hurricane Ike Housing Recovery Program—URS, Southeast TX, 2012–2013

- Served as Project Manager for $95 million single-family housing recovery program and $190 million multi-family housing recovery program.
- Responsible for overall project direction, planning, data system development, client interface, and project controls for more than 1,900 single- and multi-family housing units.
- Oversaw program management design, supervised project team, reviewed and approved program policies, conducted project set-ups and contract closings, and oversaw construction management.

Project Manager, Texas GLO, Hurricane Ike Housing Recovery Programs—URS, Austin, TX, 2009–2013

- Served as Project Manager for over $500 million in CDBG-DR grants to repair, elevate, and reconstruct houses damaged from Hurricane Ike flooding.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of more than 4,000 rehabilitation and reconstruction projects.

Project Manager, City of Galveston, Hurricane Ike Housing Construction Program—URS, Galveston, TX, 2009–2011

- Served as Project Manager for the takeover of a failed $167 million housing construction program from a previous consultant.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of rehabilitation and reconstruction projects.

Project Manager, New Orleans Charity Hospital Mitigation and Relocation—URS, New Orleans, LA, 2006–2011

- Served as key manager in securing over $500 million in FEMA funds to relocate and rebuild the medical center.
- Led project team during field assessments to record missing storm damages for all 23 buildings on LSU Medical Center campus.

H2BRAVO

HEATHER BROTHERS

Partner/Program Manager



23 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- FEMA PA Program
- FEMA STEP Program
- Environmental Review
- Grant Administration
- Operational Planning
- Program Design
- Program Policy Development
- Contractor Management
- Construction Management
- Production Management
- Organizational Leadership
- Program Implementation
- Program Start-up

Education

- BS, Finance, Louisiana State University, 1999

Employment History

- H2Bravo, Project/Program Manager, 2017 - Present
- URS Corporation/AECOM, Project Manager 2010 - 2017
- URS Corporation, Project Controls – 2005 – 2010
- Lockwood, Andrews & Newman, Project Controls – 2002 – 2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Senior Project Manager with expertise in implementing housing recovery programs with both FEMA PA and HUD CDBG-DR funds. Heather has excelled in this role since 2008, and her experience spans across several states including Texas, Mississippi, New Jersey, New York and Louisiana.
- Detail oriented and process driven project manager, with a rare and key ability to maintain a production-oriented focus to keep housing recovery programs moving forward and on schedule through mining and analyzing data to proactively identify and address issues and production chokepoints.
- Developed expertise through involvement and management of disaster recovery programs containing large-scale scattered site projects, multi-family housing, environmental review, policy development, program implementation, quality assurance, labor standards, fair housing and construction management.
- In addition to her proven ability to implement CDBG-DR projects, she has been instrumental in the development of these programs for sub-recipients, including the development of critical processes and removal of barriers to the successful delivery of funds to individual projects.
- Project Manager for several Disaster Recovery Housing Assistance Programs including Single Family Owner-Occupied, Single Family Rental, Multi-family Rental, and Slum and Blight Demolition.
- Heather is a critical resource due to her vast library of lessons learned and ability to identify opportunities for increased efficiency. Of note, one of Heather's $195M CDBG-DR housing projects endured a multiday audit with no findings and received praise from HUD.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager (2020 – present).

- Production manager for the construction management component of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for day to day construction management operations, including contractor coordination, management of the contractor invoice review team, management of change orders, inspector coordination and issue resolution.

- Heather is also responsible for overall data management and reporting.

Production Manager, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-2020

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing. After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs. The program will reimburse approximately 3,000 Texas Homeowners by early 2020.
- Ms. Brothers' skills and previous CDBG-DR experience were used to help design a successful program implementation approach. She manages production of eligibility reviews, duplication of benefits reviews, reimbursement calculations and environmental reviews for the program. She works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2017-2018

- The Partial Repair and Essential Power for Sheltering Program was a FEMA funded temporary sheltering program the State of Texas is successfully implemented after Hurricane Harvey hit in August 2017. The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- Ms. Brothers managed production of inspections and construction progress for the program. She worked to ensure every homeowner was served as quickly as possible. She also assisted in evaluating change orders, developing the program database, reviewing inspection documents, construction issue resolution, and resolving contractor and homeowner issues.

AECOM, Project Manager, 2010 – 2017

Operations Manager, State of Louisiana, Louisiana Shelter at Home (SAH) Program – August 2016 Floods, Louisiana, 2016-2017

- The Shelter at Home Program is a FEMA funded temporary sheltering program the State of Louisiana successfully implemented after the historic floods that hit in August 2016. The program provided over 10,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their flood damaged homes.
- Ms. Brothers oversaw Case Management, Call Center and Production operations for this program. She worked successfully to ensure every application was properly evaluated and served as quickly and efficiently as possible. She also assisted the construction team in evaluating change orders, reviewing inspections documents, construction issue resolution, and contractor and homeowner issues.

Program Manager, Texas General Land Office (GLO) Lower Rio Grande Valley Development Council (LRGVDC), Hurricane Dolly Housing Round 2 Non-Rental, Rental Program, Texas, 2015-2017

- The HUD CDBG disaster recovery program consists of the construction or relocation of over 750 single family owner occupied homes, constructing 12 single family rental homes, 5 multi-family developments.

- The program team performed program development tasks, Notice of Funding Availability development, Fair Housing reviews, proposed site reviews, application intake, eligibility reviews, environmental reviews, housing quality inspections, damage inspections including scope development, house plan development including Section 504 requirements, construction inspection services, contractor management, labor standards oversite, draw requests processing, financial management, quality assurance and project closeout.

Program Manager, Texas General Land Office (GLO) City of Galveston, Hurricane Ike Housing Round 2 Non-Rental Program, Texas, 2015-2016

- The HUD CDBG disaster recovery program consists of the construction of over 300 single-family owner-occupied homes in the City of Galveston Ms. Brothers was responsible for directing the successful administration of this grant with financial, reporting, construction management and compliance oversight.
- Ms. Brothers' ability to notice barriers and develop processes to remove those barriers was instrumental to complete construction on some of the largest and most difficult rehabilitation projects in this program.
- The program team performed program development tasks, outreach, application intake, eligibility, environmental reviews, housing quality inspections, damage inspections, house plan development, coordination with state and local historical commissions, coordination with City of Galveston staff, construction inspection services, contractor management, draw request processing, financial management, quality assurance and are in the final stages of project closeout.

Program Manager, Texas General Land Office (GLO) South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Round 2 Non-Rental, Rental and Slum and Blight Program, Texas, 2012-2017

- The HUD CDBG disaster recovery program consists of construction of over 800 single family owned and occupied homes in Southeast Texas, relocation of 59 families to newly purchased homes, construction of 55 single family rental homes, 5 multi-family developments including over 450 public housing units, and demolition of over 500 blighted properties with funding over $195M.
- Ms. Brothers is responsible for directing the successful administration of this grant with financial responsibilities, reporting, implementation of AFFH requirements, construction management, and compliance oversight, from the development of program through construction of each home, multi-family development or demolition project.

City of Galveston Hurricane Ike, Round 1, Texas General Land Office – Environmental Manager, 2011 – 2013

Project Manager, South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Program Round 1, Texas, 2010-2012

- The HUD CDBG disaster recovery program consists of the construction of over 700 single family homes in southeast Texas.
- Ms. Brothers was responsible for leading the project, which included housing quality standards inspections, damage assessments, plan development, construction inspections and contractor management for single family homes.

- Ms. Brothers' process development skills were used to create efficient, organized approach to designing and constructing quality single family homes for qualified applicants of this program. The program delivered more than 700 professionally designed, sustainable housing projects.

Hurricane Katrina CBDG-DR Program, Mississippi Development Authority – Environmental Manager, 2008 - 2010

H2BRAVO

KELLY (BARRY) STRINGER

Project Coordinator



31 YEARS OF EXPERIENCE

Areas of Expertise

- CDBG Programs
- Project Management
- QA/QC
- Quantity Survey
- Contract Administration
- Project Scheduling
- Estimating

Education

- B.S. Psychology 1992, Louisiana State University

Employment History

- H2Bravo, 2020 - Present
- S.E.D. Services, Inc. - New Orleans, LA (2006 – 2019) Project Manager
- Swenson-Clyburn Contract Supply, Inc. – Baton Rouge, LA (1992 – 2005) Project Manager

PAST AND PRESENT PROJECTS

Harris County and City of Houston Homeowner Assistance Programs (2020-Present)

- Provided Quality Assurance in builder and damage assessor reviews. Responsibilities included the review of scope of work as it pertains to code (Federal, State, City and Local Municipality) requirements, HUD standards and guidelines as it relates to Community Development Block Grant programs and Texas General Land Office Homeowner Assistance programs.
- Manage QC team responsible for initial damage assessment reviews and coordinate with Assessment team to ensure all code, HUD standards, and General Land Office policy requirements are implemented.
- Review of corresponding damages assessor's cost estimates for scope accuracy and feasibility.
- Review of corresponding builder's scope for initial bids and change orders for accuracy and feasibility for rehabilitation projects

New York City – Build it Back Program (2015-2017) - $2,700,000,000

- Provided Quality Assurance in residential plan reviews. Responsibilities included the review of architectural design and scope of work as it pertains to code (Federal, State, City and Local Municipality) requirements, HUD standards and guidelines as it relates to Community Development Block Grant programs, and Build It Back Minimum Program Standards.
- Review of corresponding cost estimates for scope accuracy and feasibility.

New York Rising Housing Recovery Program (2013-2015) - $4,500,000,000

- Project Coordinator for training and quality assurance for damage assessment and repair estimates of private residences.
- Responsibilities include the coordination of the alignment and the tracking of progress of assessments and documentation of damage and repair scope for the project.
- Performed quality assurance reviews of reports submitted by field assessment personal.

New Jersey – RREM Housing Recovery Program (2013) - $80,000,000

- Project Coordinator for training and quality assurance for damage assessment and repair estimates of private residences.
- Responsibilities include the coordination of the alignment and the tracking of progress of assessments and documentation of damage and repair scope for the project.
- Performed quality assurance reviews of reports submitted by field assessment personal.

Mississippi Development Authority – Neighborhood Home Program, Hurricane Recovery, Southern Mississippi (2011-2013) - $140,000,000

- Project Coordinator for training and quality assurance for damage assessment and repair estimates of private residences.
- Responsibilities include the coordination of the alignment and the tracking of progress of assessments and documentation of damage and repair scope for the project.
- Performed quality assurance reviews of reports submitted by field assessment personal.

MCLNO, Charity Hospital Campus and University Hospital Campus, Hurricane Recovery – Asset Protection, New Orleans, Louisiana (2009-2010) - $3,000,000

- Assistant Project Manager for the completion of temporary damage repair to Charity Hospital building, L&M building and Dibert building, progress field reports, contractor pay application review for submission to FP&C.

MCLNO, Charity Hospital Campus and University Hospital Campus, Hurricane Recovery, New Orleans, Louisiana (2007-2009) - $208,300,000

- Assistant Project Manager for the completion of damage assessment to two major medical facilities and ancillary buildings, damage assessment alignment with FEMA, conceptual estimating of initial damage findings, final estimation of damages for submission to FEMA for Project Worksheet modification.

Long Beach Medical Center, Hurricane Recovery, Long Beach, New York (2013-2014) - $50,000,000

- Estimator for the completion of damage assessment of a local medical facilities and ancillary buildings, damage assessment alignment with FEMA, conceptual estimating of initial damage findings, final estimation of damages for submission to FEMA for Project Worksheet modification.

LSU Health Sciences Center, Restoration of Main Campus, CSRB and MEB Buildings, Hurricane Recovery, New Orleans, Louisiana (2014) - $57,000,000

- Estimator for the completion of permanent repairs and mitigation of building functions and critical MEP systems and equipment, final estimation of damages for submission to FEMA for Project Worksheet modification.

LSU Health Sciences Center, Restoration of Main Dental School Campus, Hurricane Recovery, New Orleans, Louisiana (2014) - $34,400,000

- Estimator for the completion of permanent repairs and mitigation of building functions and critical MEP systems and equipment, final estimation of damages for submission to FEMA for Project Worksheet modification.

H2BRAVO

ARTHUR BRIAN HADAWAY

Quality Assurance Specialist

13 YEARS OF EXPERIENCE

Areas of Expertise

- Quality Assurance
- Field Cost Estimating
- Training Field Estimators
- Construction Timeline Scheduling
- Compliance with HUD, FEMA P_550, NEC, NFPA and Program Parameters

Education

- BSBA, Management, University of New Orleans,1988

Employment History

- H2Bravo, Quality Control Manager, 2020 – Present

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Over 13 years of experience with CBDG and/or FEMA recovery assistance programs.
- Provided advice to estimators and contractors to properly scope flood damaged homes.
- Used my knowledge from previous jobs in fire protection, drafting, and residential and commercial construction.
- Verifies damage assessments submitted by assessors for compliance of the program guidelines and formatting.
- Ensures TREC, HQS and HUD Green Building Retrofit items are included in Estimated Cost of Repair assessments.
- Reviews damage assessments assuring no duplication of scoped cost and all items are program eligible.

PAST AND PRESENT PROJECTS

Providence, RBNC – Rebuild North Carolina Program, North Carolina, 2018 - 2019

- Reviewed and corrected damage estimates per program guidelines.
- Advised damage assessors and QC personnel on writing/ reviewing damage estimates per program guidelines.

S.E.D. Consulting Inc., GLO Texas Rebuilds – State of Texas PREPS Program, Texas, 2018 - 2018

- Worked with H2Bravo and The Workforce Group to establish inspection guidelines.
- Trained all SED QC staff on program's proprietary software and program requirements.
- Trained all SED Final Inspection staff on inspection practices and procedures.
- Assigned daily reports to QC staff.

Providence, Louisiana RLHAP – Restore Louisiana Program, Louisiana, 2017 - 2018

- Instructed assessors on correct estimating and reporting of flood damaged houses.
- Provided assistance and expertise to team leader.
- Work comprised of correcting, modifying and/or adjusting the cost estimates to meet program guidelines.

S.E.D. Consulting Inc., HRO - Build it Back Program, NYC – 5 Boroughs, 2015 - 2017

- Provided a support role with the NYC Department of Design and Construction reviewing architectural submittals for elevations, reconstructions and rehabilitations.
- Verified architect's drawings and estimates met HUD standards, NYC building code and BIB minimum program standards.
- Created cost estimates for lead and asbestos mitigation from initial inspections and environmental reports.
- Trained field assessors on report writing and storm damaged inspection techniques.

S.E.D. Consulting Inc., HRO - New York Rising Housing Recovery Program, New York, NY, 2013 - 2015

- Reviewed and corrected damage assessment reports for residential, multi-family and commercial properties damaged by Hurricane Sandy, Irene and Lee in New York State.
- Advised architects and engineers regarding program eligibility and maximum design standards for elevation and/or bulkhead for residential properties.
- Reviewed design professional's construction drawings.
- Served as a key advisor for (McKissack and 10 sub-contractors with a total of 300 estimators) on disaster recovery estimating within the program requirements and forming a Quality Assurance team of 25 people and a Quality Control team of 20 people.

S.E.D. Consulting Inc., Neighborhood Home Program, Hurricane Recovery, Southern Mississippi, 2011 - 2013

- Project Coordinator for training and quality assurance for damage assessment and repair estimates of residential property.
- Responsibilities included: coordination, tracking progress and documentation of damage assignments.
- Performed quality assurance reviews of reports submitted by field assessment personal.
- Inspected and assessed residential damage from Hurricane Katrina in Mississippi.
- Created drawings, damage reports and repair estimates using Xactimate software.

H2BRAVO

BRYAN CARTER

Project Manager



6 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery Environmental Compliance
- FEMA STEP Program
- Project Management
- Operational Planning
- Policy Development
- Database Management
- Compliance Monitoring
- Intake and Eligibility

Education

- M.S., Earth and Environmental Science, University of New Orleans, 2017
- B.A., Religious Studies and History, Millsaps College, 1999

Employment History

- H2Bravo, LLC, 2017–Present

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ Environmental policy with emphasis on FEMA and HUD disaster recovery program compliance.
- ✓ Works directly with disaster recovery construction teams to oversee and ensure recovery housing compliance.
- ✓ Working as senior analyst and special projects manager with H2Bravo since 2017 assisted federal and state governments implementing and developing disaster recovery protocols.

PAST AND PRESENT PROJECTS

Louisiana Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program, Inspection Quality Control (2023).

- Oversaw the implementation of program protocol in regard to storm damaged home inspections.
- Worked directly with Case management teams and inspection lead to determine program inspection eligibility.
- Assisted in the design and logic of inspection tracking platform and was directly responsible for the maintenance and quality control of inspection tracking data.

Dougherty County Georgia, Homeowner Assistance Program, Project Manager and Environmental Review, 2021-Present.

- Directly responsible for the submission of Tier II environmental reports to State of Georgia contractors to fulfill HUD environmental obligations for the disbursement of federal funds.
- Researched and developed program protocol and database management.
- Coordinated with involved parties to organize and assemble documentation necessary to complete Tier II reviews.

Texas General Land Office, Homeowner Assistance Program (HAP), Builder Liaison, 2020-Present.

- Directly responsible for the quality control and management of 11.17 and 11.17 support packages
- Review construction plans and 11.17 support documentation to ensure compliance with program guidelines.
- Daily communication with builders to promote efficient project documentation submission and adherence to project timelines.

- Coordinate with project management to develop effective program guidance and communicate that guidance to general contractors.

Texas General Land Office, Homeowner Reimbursement Program, Tiered Environmental Review Production and Quality Control Manger, 2019-2020.

- Organized and completed tiered environmental reviews for thousands of single-family homes in Texas.
- Was an integral member of the environmental review team that researched, compiled and delivered tiered environmental reviews to the State of Texas to fulfill HUD environmental requirements.
- Led quality control efforts and supervised Tier II production and submission.
- Directly responsible for reporting and organization of Tier II submissions to the State of Texas General Land Office (GLO).
- Worked with GLO and GLO contractors to satisfy HUD environmental requirements.

Texas General Land Office, Partial Repair and Essential Power for Sheltering (PREPS) Program – Houston, TX, Senior Analyst, 2018-2019

- Special Projects management and implementation.
- Led special program teams responsible for the organization, evaluation and determination of eligibility for FEMA and the State of Texas recovery programs.
- Led a team of five to develop the process for addressing ineligible applicants.
- Analyzed inspection data.
- Coordinated with multiple stakeholders and communicated findings to Program Management.
- Created and maintained a geospatial information system to efficiently track inspection times and locations.
- Worked directly with representatives from the Texas GLO to document inspection and construction processes.
- Responsible for accurate management of various aspects of applicant database.
- Evaluated and created a database of homeowners that may benefit from volunteer organization assistance.
- Documented repair work including program guideline compliance.
- Produced promotional material to highlight the accomplishments of the PREPS program.
- Developed a Scope of Work catalog for repair work for the PREPS program with the goal of improving future inspections and procedures.

H2BRAVO

VINCENT GIAMBATTISTA

Deputy Program Manager



28 YEARS OF EXPERIENCE

Areas of Expertise

- Construction Management Development Planning
- Client Communication
- Negotiation Skills
- Contractor Organization
- Municipal and State Process Experience
- Project Money Management
- Site Evaluation
- Cost Estimating
- Quality Assurance

Education

- Seton Hall University, Business Administration 1996

Licenses

- Licensed Builder, N.J

Employment History

- H2Bravo, Project Manager, 2017-Present
- G.B.C. Development Group, Senior Project Manager and Partner, 1995-2017

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Vincent Giambattista has over 28 years of construction project management experience. He is driven to manage costs and establish strategic, mutually beneficial partnerships and relationships with customers, vendors and service providers.
- Vincent has led the construction of new home building projects, managed multi-million dollar projects while supervising a team of workers.
- He has also managed installation of roadways and infrastructure within entire residential communities.
- His skill set also entails training and mentoring managers, construction workers, general laborers and apprentices.
- Mr. Giambattista's knowledge and skill set include:
  - Sub-contractor organization, and leadership ability
  - Working with multiple agencies to stay apprised of current trends
  - Managing state, and municipal responsibilities
  - Negotiation with sub-contractors, and vendors
  - Knowledge of all aspects of residential construction
  - Proficient in Microsoft Office Suite, including Microsoft Project

PAST AND PRESENT PROJECTS

Construction Closeout Reviewer, Build it Back Program Closeout, NYC Mayor's Office of Housing Recovery – New York, NY, 2023–Present

- Led construction closeout review activities for New York City's Build it Back Program, performing detailed reviews of project records to verify compliance with HUD CDBG-DR requirements.
- Reviewed construction documentation, including contractor invoices, change orders, inspection reports, permits, and photographic records, for over 1,000 completed residential repair, elevation, and reconstruction projects.
- Developed individualized closeout narratives for each project, explaining construction scope, timeline, major changes, and key issues to support audit-readiness and federal monitoring.
- Resolved gaps in documentation by coordinating with city staff, construction managers, and financial reviewers, ensuring each case file met HUD's closeout and compliance standards.

- Helped design and refine the closeout workflow and contributed to the City's successful closeout of a $2.2B recovery portfolio.

Compliance Reviewer, GLO Resilient Communities and Local Hazard Mitigation Plans Programs, Texas General Land Office – Austin, TX, 2021–2024

- Provided program support and compliance reviews for HUD CDBG-MIT funded mitigation programs designed to strengthen local infrastructure and improve disaster resilience.
- Reviewed subrecipient applications and supporting documentation for consistency with GLO policies, federal grant requirements, and FEMA hazard mitigation planning guidelines.
- Assessed the completeness and accuracy of submittals, flagged deficiencies, and coordinated with applicants to resolve issues prior to approval.
- Supported the quality assurance process for both infrastructure project proposals under the Resilient Communities Program and hazard mitigation plan updates under the LHMPP.
- Helped ensure the integrity of program records and contributed to the successful obligation of $150M in federal mitigation funding.

Project Manager, Build it Back Program, June 2017 – Present

- Responsible for the management of Demolition, Lifting and Reconstruction of homes affected by Hurricane Sandy in the New York BIB program.
- Provide skills and leadership to teams of workers and contractors and utilize problem solving skills to resolve issues on site as work progresses.
- Currently drive progress through proper management, safety and motivation.
- Works closely with homeowners, contractors, designers, safety personnel and center staff to solve problems and maintain proper flow of communication between upper management, contractors and home owners.
- Coordinate with NYC Staff, perform program inspections, oversee special inspections, provide quality assurance and upload information into CMS.

Construction Manager, Build it Back Program, NYC Mayor's Office of Housing Recovery – New York, NY, 2015–2017

- Managed the construction of single-family repair, elevation, and reconstruction projects under New York City's $2.2B Build it Back Program following Hurricane Sandy.
- Oversaw the work of general contractors, design professionals, and special inspectors to ensure construction was completed on time and in compliance with HUD, NYC Department of Buildings, and program standards.
- Coordinated site logistics, resolved field-level construction issues, and ensured alignment with program scope and elevation design requirements.
- Reviewed contractor pay applications, verified documentation, and supported invoice approval processes.
- Served as a liaison between homeowners, contractors, and program leadership, helping to ensure clear communication and timely resolution of issues.

Senior Project Manager and Partner for The G.B.C. Development Group from 1995 to 2017.
Responsibilities:

- Land scouting, and land acquisition
- Manage P&L and all cost control
- Hire and supervise construction crew
- Negotiate all contracts with subcontractors and suppliers
- Ensure change orders are created and paid for prior to any extra work being performed.
- Work with engineers and architect to determine home design and flow
- Work with environmental agencies to arrange for remediation
- Manage and oversee all aspects of construction:
- Client negotiation
- Work with Real Estate agents to secure potential clients
- Control rate and quality of production
- Set up and monitor construction schedule
- Estimate plans
- Secure proper insurance
- Work with utility companies
- Negotiate with supply houses, and check estimates to ensure most competitive pricing
- Keep all sub-contractors on or ahead of schedule.
- Manage safety protocol
- Order garbage containers for daily clean-up of site
- Work with designers.
- Procure New Home Warranty
- Work with town to secure certificate of occupancy
- Set up and attend all inspections
- Customer Relations:
- Oversee customer service throughout the duration of the project
- Build strong relationships with clients while acting as client liaison.
- Post home completion contact with customers to ensure punch list items are completed in a timely manor
- City and State Communication:
- Work and stay in communication with all state and local municipalities.
- Attend planning board/ township meetings
- Communicate with township officials on all matters affecting project
- Obtain all approvals, building permits, occupancy certificates, etc.
- Process all permits with soil conservation, state and local municipalities.
- Publication

H2BRAVO

ROSS WOODS

Project Manager

20 YEARS OF EXPERIENCE

Areas of Expertise

- Advanced proficiency in Microsoft Excel, MS Office Suite, Salesforce, Power BI, Visio, Microsoft Dynamics, Google Analytics, Smartsheet, and Quickbase
- Data management and Analytics, including proficiency with SQL, R, and Python
- User Acceptance Testing
- AI prompt engineering and API Implementation
- Project Management and Agile
- Methodologies
- Change Management
- Federal cross-cutting grant management & compliance (CDBG, CDBG-DR, CDBG-MIT, CPF, URA)

Education

- SMBA // Economic Development, Eastern University, St. Davids, PA, Graduated 2014
- BBA // Real Estate, University of Georgia, Athens, GA, Graduated 2006

Employment History

- Qualis Consulting, LLC, 2025
- GrantWorks, 2023-2025
- NYC Office of Technology and Innovation, 2021-2023
- NYC Mayor's Office of Housing Recovery Operations, 2019-2021
- Capital Access, Inc. 2014-2019
- HOPE worldwide 2009-2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ Proven leader in managing cross-functional teams and concurrent work streams to drive measurable results. Skilled in advancing tech adoption, boosting revenue, and streamlining operations.
- ✓ Passionate about leveraging tech-enabled solutions that create meaningful impact for clients and communities.

PAST AND PRESENT PROJECTS

Founder & Principal Consultant, Qualis Consulting LLC, Founded 2021, New York, NY, Apr 2025 – Present

- Lead a boutique consulting firm, delivering strategic, tech-enabled solutions to public, nonprofit, and private sector clients. Services include grant management, product development, and operational modernization.
- Partner with government agencies and nonprofits to design and implement compliant, high-impact programs
- Advise clients on business process reengineering and digital transformation strategies
- Cultivate a mission-driven, capacity-building approach centered on sustainable outcomes

Associate Vice President, Community Development, GrantWorks, New York, NY, Mar 2023 – Apr 2025

- Led strategic partnerships with local and state government agencies, nonprofit organizations, and private sector stakeholders to develop and implement largescale program solutions, including over $1 billion in active grant funds to drive sustainable community development, infrastructure, and housing initiatives across multiple regions
- Led UI redesign and implemented automation in GrantWorks' project management platform, enhancing user adoption and streamlining project tracking for 550+ projects across 250 clients
- Developed progress billing for administrative contract milestones, unlocking ~$3 million in billable revenue and accelerating billing timelines
- Designed initiatives to prioritize employee retention and increase opportunities for employee career advancement, overseeing 75+ staff members across six departmental divisions

- Conducted revenue projections analysis and overhauled billing structures, enabling accurate budget forecasting for $1 billion in active grant funds

Senior Program Manager, COVID-19 Technology Initiatives (Consultant), NYC Office of Technology and Innovation, New York, NY, Feb 2021 – Feb 2023

- Oversaw team of 25 providing program management and quality assurance for the VAX application on behalf of the NYC Office of Technology and Innovation Scaled VAX platform through 19 major releases to support over 50 public and private providers which administered 4.3 million COVID vaccines across 2,500 sites in under two years
- Led end-to-end provider management and support including onboarding, training, operations management, support, and reporting & analytics
- Coordinated across multiple city agencies, including City Hall, to execute evolving and emergent public health imperatives, including retooling the application to support the Monkeypox vaccine
- Led agency support and user acceptance testing for the NYC Emergency Housing Voucher Case Tracker, which integrates client referrals across 13 city agencies for tracking and reporting through voucher issuance

Associate Director, NYC Mayor's Office of Housing Recovery Operations, New York, NY, Feb 2019 – Feb 2021

- Ensured compliance with federal, state, and local regulations in the administration of the $2.2B CDBG-DR funded Build it Back (BIB) housing recovery program
- Oversaw organization-wide data management, analysis, and reporting
- Managed special projects including the City's acquisition or buyout of stormdamaged properties, complex Duplication of Benefits coordination, and closeout of the CDBG-DR grant

Consultant, Capital Access, Inc., New York, NY, Aug 2014 – Feb 2019

- Oversaw a portfolio of projects and client engagements in the role of relationship manager assisting clients with the development and implementation of strategic solutions
- Managed various cross-departmental work streams leading a project team of up to 13 members responsible to ensure applicant eligibility and non-duplication of benefits for over 1,500 homeowners served through BIB
- Proven ability to strategically identify insightful solutions to problems as evidenced by decreasing total applicant processing timeframe from 6 months down to 3 months for the $80M New York State Acquisition for Redevelopment program

National Field Director, HOPE worldwide, Wayne, PA, Jan 2009 – Oct 2013

- Led the retooling and rebranding of the AmeriCorps program into a workforce development program to equip 17- to 24-year-olds for careers in the nonprofit sector
- Oversaw a federally funded AmeriCorps program that engaged 150+ AmeriCorps members to serve 1,100 at-risk youth annually
- Responsible for drafting and allocating annual budget of $500K, grant compliance and reporting, marketing and program enrollment, and publicfacing program representation
- Created and facilitated the National Youth Advisory Council to encourage yearround local service with HOPE worldwide generating interest in AmeriCorps resulting in a 150% increase in program applications

H2BRAVO

BRANDON CLARK

Project Manager



20 YEARS OF EXPERIENCE

Areas of Expertise

- Construction Management
- Team Building & Leadership
- Training & Development
- Complex Project Management
- Emergency Response Planning
- Vendor Management
- Quality Control
- Budget Planning & Analysis
- Strategic Decision Making
- Stakeholder Engagement & Collaboration
- Cost Engineering, Cost Negotiations
- Disaster Recovery (FEMA, HUD)

Education

- Spartanburg Methodist College

Employment History

- Horne, 2024-2024
- Mooring, 2023-2024
- Benchmark Consulting, 2018-2023
- Texas General Land Office, 2013-2018
- Traveler's Insurance, 2003-2013

Certifications

- State of Texas Property & Casualty Lic. #1070674

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Dynamic and results-oriented Project Manager with over 20 years of specialized experience in Construction Management and Disaster Recovery, focusing on single and multi-family homes.
- Renowned for delivering innovative solutions in complex projects, including post-disaster housing initiatives and military base repairs.
- Expert in crafting comprehensive SOPs and managing multimillion-dollar budgets to ensure compliance with state and federal regulations.
- Proven leader in onboarding and training development, building high-performing teams to drive project success and enhance stakeholder satisfaction.

PAST AND PRESENT PROJECTS

Deputy Construction Director, Horne, 2024 – 2025

- Lead construction management for HUD Community Development Block Grant (CDBG) programs, overseeing the reconstruction of single-family homes across Florida and Alabama with a combined budget exceeding $800 million.
- Manage a high-performing team of 12 construction managers and construction administrators specifically for Florida Commerce's Hurricane Ian Repair and Replacement Program, enhancing operational efficiency through targeted training and collaboration with another 73 team members across 20 counties.
- Oversee the Alabama Housing Recovery Program, directing a team of 7 while collaborating with 25 additional team members to maximize project impact across 9 counties under a $280 million budget.
- Monitor contract compliance across projects, achieving critical timelines of 120 days for reconstruction, 90 days for rehabilitation, and 60 days for mobile home replacement through proactive performance management.
- Develop and implement comprehensive program guidelines and SOPs for Florida and Alabama projects, ensuring compliance with state regulations and significantly improving project execution metrics.

- Write and evaluate proposals for general contractors in both programs, establishing effective scoring methodologies that optimize contractor selection and ensure high-quality project delivery.

General Services Administration (GSA), Federal Contract Manager, Mooring, 2023 – 2024

- Secured 7 federal contracts, fostering a new line of business for Mooring and significantly enhancing organizational growth in GSA markets.
- Developed comprehensive policies and procedures tailored for the GSA line of business, improving operational efficiency and compliance standards in federal contract management.
- Identified and pursued opportunities within federal agencies, successfully establishing relationships that positioned Mooring as a key player in the Environmental Remediation sector.
- Obtained Master Service Agreements (MSA) with multiple federal agencies, streamlining service delivery while ensuring adherence to regulatory requirements.
- Designed and implemented Emergency Response Plans (ERP) in collaboration with federal agencies, enhancing preparedness and responsiveness during disaster situations.
- Mentored and trained a business development team member, equipping them with skills necessary for successful contract management and sustainable business growth.

Project Manager, Contracted to JW Turner Construction, Benchmark Consulting - Principal, 2018 – 2023

- Oversaw the Hurricane Ida Haul & Install program for up to 1,000 Temporary Sheltering Solutions, collaborating with the Governor's Office of Homeland Security and Emergency Preparedness to ensure effective resource allocation.
- Directed Disaster Temporary Housing Solutions and Services for modular, container, and tiny homes, partnering with The Texas General Land Office to address urgent housing needs post-disaster.
- Led disaster recovery repairs for residential and commercial buildings at Camp LeJeune, Cherry Point, NC, and Beaufort, SC military bases following Hurricane Florence, managing a team of 15 staff and 28 general contractors.
- Identified and established critical office site locations for JWTC in Victoria and Rockport, TX, including a dedicated lumber yard, enhancing operational capacity for ongoing projects.
- Managed the sewer system project for multi-family development in Rockport, TX, overseeing timelines, budgets, and contractor performance.
- Conducted market research and negotiated pricing for fleet vehicle purchases, optimizing operational efficiency.

Manager, Housing Program, Texas General Land Office, 2013 – 2018

- Led the Housing/Construction Unit for disaster recovery housing programs, managing over $3B in HUD CDBG-DR grants and successfully delivering over 5,000 homes across 33 counties.
- Drove economic development and customer satisfaction by implementing sustainable housing solutions, including historical home rehabilitation and managing programs like Texas PREPS and DALHR post-Hurricane Harvey.
- Established compliance and operational policies resulting in streamlined processes, ensuring adherence to federal, state, and local requirements and enhancing program integrity.

- Monitored grant administrators and vendors, improving strategies for program compliance, quality control, and timely communication with stakeholders.
- Revamped inspection and operational strategies, significantly increasing efficiency and reducing warranty inquiries, while fostering a customer-focused approach to stakeholder concerns.
- Facilitated training for construction staff and represented the program in ribbon-cutting ceremonies, ensuring project compliance and celebrating successful community recovery efforts.

Manager, Property Damage Appraisal Residential – Commercial, Traveler's Insurance, 2003 – 2013

- Led the appraisal unit, emphasizing quality control to produce accurate estimates upfront, which increased efficiency and minimized the need for revisits and supplemental estimates.
- Coordinated and deployed a 25-30 member catastrophe team to swiftly respond to nationwide events within 48 hours
- Recognized with the "In Synch Award" in 2012 and 2013 for exceptional performance and dedication.
- Collaborated closely with vendors to ensure repair conformity to estimates and industry guidelines.
- Developed comprehensive training programs, enhancing team performance and fostering leadership growth.

Manager, Appraisal Multi-Lines

- Directed the appraisal unit for a diverse range of vehicles and equipment, significantly increasing production capacity through improved quality work product.
- Implemented training and coaching initiatives, achieving a 25% improvement in appraisal quality and maintaining top-tier performance.
- Cross-trained for the nationwide catastrophe team, enhancing proficiency in property claims and construction knowledge.
- Led teams during complex catastrophe events while enhancing training for new appraisers and claim adjusters.

TASK 13

RELOCATION PROGRAM (URA/TRA) DEVELOPMENT AND COMPLIANCE SUPPORT

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

Understanding of Requirements

The State may require a vendor to design, implement, and oversee relocation programs that comply with the Uniform Relocation Act (URA) and Temporary Relocation Assistance (TRA). Deliverables include policies, procedures, SOPs, and workflows; eligibility and benefit determination tools; standardized notices; monitoring and corrective action resources; and staff training.

The challenge is balancing compliance with the URA's technical requirements while addressing the urgent needs of households who must vacate their homes temporarily or permanently during construction. Without clear policies and structured assistance, relocations can cause confusion, delay projects, and expose the program to compliance risks. A successful relocation program must be practical, compassionate, and auditable, ensuring that displaced households are supported while recovery advances.

H2Bravo Approach

H2Bravo's approach is grounded in direct experience designing and executing relocation programs under CDBG-DR.

We begin by drafting plain-language policies and SOPs that align with URA and HUD guidance, covering eligibility, benefit calculations, notices, and documentation standards. These materials provide clarity for staff and give applicants a clear understanding of their rights and options.

We design workflows and tools — such as checklists, worksheets, and benefit determination forms — that guide staff step by step through eligibility and benefit decisions. These tools ensure that every relocation case is handled consistently and that files contain the documentation required for compliance.

We develop standardized notices, including General Information Notices, Notices of Eligibility, and Notices to Vacate, with translation protocols to meet Fair Housing and Limited English Proficiency standards. These notices ensure applicants are informed clearly, on time, and in compliance with legal requirements.

For TRA, we support dual-track approaches. One track reimburses households for eligible temporary relocation costs, while the other provides a turnkey housing solution through nonprofit or vendor partners. We prepare SOPs, forms, and agreements for each approach, including sample service agreements and protocols for coordinating with providers.

We also build monitoring tools and corrective action resources that allow the State to verify relocation activities are compliant. Finally, we provide training sessions and guidance for staff, contractors, and nonprofit partners, focusing on both the technical requirements of URA and TRA and the practical challenges of implementation.

Anticipated Deliverables

- **Relocation policies, SOPs, and workflows.** H2Bravo will prepare comprehensive policies and procedures that define eligibility rules, benefit calculations, notices, and file documentation standards, ensuring relocations are consistent and compliant.
- **Application review tools.** We will design checklists, calculation worksheets, and benefit determination forms that guide staff through each case, producing equitable and well-documented outcomes.
- **Standardized relocation notices.** We will create templates for General Information Notices, Notices of Eligibility, and Notices to Vacate, along with translation protocols to meet Fair Housing and LEP requirements. These will ensure clear, timely, and legally sufficient communication to households.
- **TRA SOPs.** We will draft SOPs for both reimbursement-based and turnkey models, including sample agreements and coordination protocols for nonprofit or vendor placements.
- **Monitoring and corrective action tools.** H2Bravo will deliver monitoring templates and corrective action resources so the State can verify relocations are carried out fairly, consistently, and in compliance with URA and TRA.
- **Training materials and sessions.** We will provide curricula, job aids, and training sessions for staff, contractors, and partners that cover URA and TRA requirements, file standards, and communication practices.

Key Personnel

Title	Staff
Policy & Program Design Lead	Reid Bruce Jennifer Molinari
Sr. Advisor - Relocation Compliance Specialist	Martin Rivera Ross Woods
Monitoring & Quality Assurance Lead	Jennifer Smith Heather Brothers
Construction Oversight Specialist	Brandon Clark Drew Sweet
Forms/Graphics Specialist	Non-Key Employee
Reporting Analyst	Non-Key Employee
Administration	Non-Key Employee

Relevant Experience

H2Bravo designed and implemented relocation programs for New York City's Build it Back program, including reimbursement of relocation costs and turnkey solutions provided by a nonprofit partner through master housing agreements with hotels and landlords. These policies became a model for other

grantees nationwide. In Houston and Harris County, our staff provided relocation compliance support for single-family housing programs, ensuring notices, benefit calculations, and monitoring tools aligned with URA. In Louisiana's Hurricane Ida Disaster Case Management Program, our staff coordinated direct repair and rehousing strategies that involved temporary relocation, integrating compliance with rapid rehousing solutions.

KEY PERSONNEL RESUMES FOR TASK 13

H2BRAVO

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REID BRUCE, J.D.

Program Manager



15 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- Intake and Eligibility
- Processing
- Call Center Management
- Policy Development
- Compliance Monitoring
- Anti-Fraud, Waste, & Abuse
- Duplication of Benefits
- Federal Grant Administration
- FEMA Housing Programs
- FEMA STEP Program
- HUD Community Development Block Grant (CDBG) Programs

Education

- J.D., University of Mississippi, Oxford, MS, 2002
- B.A., Sociology, Millsaps College, Jackson, MS, 1999

Employment History

- H2Bravo, LLC, 2013-Present
- URS Corporation, 2011-2013
- Horne LLP, 2009-2011

Licenses

- Law License, Mississippi

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 15 years of program management and grant management experience with FEMA disaster recovery and HUD CDBG programs.
- Extensive experience working in many of the country's largest and most complicated post-disaster housing programs, to include FEMA assistance programs and disaster case management.
- Develops efficient and cost-effective disaster recovery programs by incorporating best practices and lessons learned from other jurisdictions.
- Contributed to processes that have become industry standards, such as HUD-accepted methods of calculating duplication of benefits and reimbursement, valuations of completed permanent repairs, construction pricing, procurement of construction contractors, and methods of ensuring effective construction contractor performance.
- Works with grantees nationwide to develop innovative processes and incorporate new technologies into disaster recovery programs.
- Practiced law and specialized in complex housing, insurance, and construction fraud litigation.

PAST AND PRESENT PROJECTS

Program Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022-Present

- Responsible for the design of the State of Louisiana's innovative disaster case management program that was created in response to Hurricane Ida.
- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources. This unified system also tracked all case manager time, firm

billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- Reid and the H2Bravo team worked extensively with GOHSEP leadership to develop unique solutions to the problems that presented themselves after Ida, such as assisting the state with transitioning survivors from travel trailers that were used as non-congregate shelters due to the Covid pandemic.

Policy Advisor, New York City (NYC) Mayor's Office of Housing Recovery Operations, Build it Back Program Closeout – H2Bravo, New York, NY 2022-Present

- Assisted the City with developing closeout policies and procedures to close out approximately $2.2B in grant funding for one of the most complex housing disaster recovery projects in the nation.
- Worked with City leadership to analyze expenditures and documentation to protect the City's federal grant funding for Hurricane Sandy.
- Assisted with the development of a closeout review and documentation system that HUD has recognized as a nationwide best practice.

Project Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – Baton Rouge, LA, 2021-2022

- Provided program management for Lafourche Parish's FEMA-PA funded program to inspect 17,000+ homes and businesses that are located in the 100-year floodplain after Hurricane Ida to determine if those structures were substantially damaged.
- Tasks included managing call center operations, developing the overall architecture for the database used for both property-owner interactions and inspections and providing overall program design services for H2Bravo's prime contractor.
- Mr. Bruce also worked directly with various stakeholders to manage and refine multiple data sets relating to property owners, and directly with the subcontractor that was tasked with performing inspections to ensure that the program was designed in a manner that facilitated performing hundreds of inspections per day to meet the client's FEMA-mandated deadlines.

Policy and Compliance Advisor, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, 2020-Present

- Worked with H2Bravo's program manager and H2Bravo's prime contractor to address many of the complex issues that are present in the City of Houston and Harris County, including the presence of hundreds of Homeowner's Associations, Civic Clubs and other entities with individualized planning and building requirements, that impacted design and construction timelines.
- Mr. Bruce also worked to develop innovative procedures that captured lessons learned and best practices in an effort to streamline program delivery while ensuring compliance with the Texas General Land Office's program guidelines and HUD requirements.

Program Manager, GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Houston, TX, 2018–2019

- Developed the policies and processes for implementation of the State of Texas' $100 million CDBG-DR–funded program to provide reimbursement to homeowners for out-of-pocket home repair expenses related to Hurricane Harvey.
- Managed the back-office H2Bravo team that was responsible for eligibility reviews, verification of benefits, duplication of benefits, reimbursement determinations, and environmental reviews.
- Helped the Texas GLO to develop more effective ways to process reimbursement applications while maintaining compliance with federal requirements, which shortened the program's overall duration by more than a year.

Program Manager, Texas GLO, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2017–2018

- Managed call center and case management operations for the PREPS Program, including the development of outreach strategies and processes that were used to contact more than 80,000 impacted applicants who were potentially eligible for PREPS assistance.
- Developed case management tools and protocols for applicant engagement and education, complaints management, and inspection scheduling.
- Developed a unique system for tracking and reporting issues that allowed applicant issues to be escalated, resolved, and communicated.
- Provided internal compliance oversight for the PREPS Program, including drafting Program standard operating guidelines and forms, and internal monitoring of compliance with program rules and FEMA regulations.

Policy Advisor, New York City (NYC) Department of Housing Preservation and Development (HPD), Hurricane Sandy Housing Acquisition Program—H2Bravo, New York, NY, 2015–2017

- Helped the NYC HPD to develop a unique and innovative acquisition for a redevelopment, buyout, and relocation incentives program that was focused on using various property purchase mechanisms to achieve long-term resilience goals in a dense urban environment.
- Developed disposition strategies and end-use methodologies that allowed for redevelopment of acquired properties and restricted redevelopment of buyout properties.
- Allowed for the responsible redevelopment of acquired properties where possible, so that future land use was not unduly restricted.
- Developed methods for providing additional grants to the owners of Sandy-impacted properties, which allowed owners to purchase new properties in NYC after selling their storm-impacted properties for either redevelopment or use as open space.
- Helped to create the Edgemere Hazard Mitigation Plan, which led to the acquisition and buyout of multiple properties in the Edgemere Urban Renewal Area.

Program Policy Manager, NYC Housing Recovery Office (HRO), CDBG Disaster Recovery—H2Bravo, New York, NY, 2013–2017

- Provided policy management and development, construction process development, HUD compliance, NEPA compliance, barrier identification and resolution, risk management, and strategic consulting for the City of New York's Housing Recovery Office.
- Provided regulatory compliance consulting services to the City of New York during the development and implementation of its CDBG-funded disaster recovery program.
- Worked closely with program leadership and staff in a dynamic and complex environment to identify and resolve complex regulatory issues involving the federal requirements inherent to CDBG-funded programs and their application within a dense urban environment.
- Helped the city's construction management teams to implement the city's unique repair and reconstruction program options.
- Overhauled the city's complex set of policies, procedures, and guidelines to allow the program to function more rapidly and cost-effectively.

Policy Manager, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, New York, NY, 2013–2014

- Provided program policy and compliance consulting, HUD compliance analysis, and construction policy analysis for New York's CDBG-funded disaster recovery program.
- Helped subrecipient staff and contractors identify and anticipate long-term construction compliance and implementation issues for NY's innovative disaster recovery program.
- Helped design and implement damage assessment processes and advised subrecipients regarding CDBG and federal cross-cutting requirements.

Program Policy Manager, National Environmental Policy Act (NEPA), Elevation, and Stafford Act Compliance, Texas GLO, Multiple Regional Programs—URS, TX, 2011–2013

- Provided planning, project development, contractor management, oversight, and issues resolution for four stand-alone subrecipient programs.
- Worked with subrecipients, fair housing advocates, the GLO, and other stakeholders to design and perform needs assessments; draft program guidelines; and design the framework for delivering single-family, owner-occupied repair and reconstruction programs; single-family rental programs; homebuyer assistance programs; and the state of Texas' innovative homeowner opportunity voluntary relocation program.
- Worked to develop and implement a unique process for assigning construction contractors, which eliminated barriers and sped the reconstruction and repair of damaged residential structures.

Program Policy Manager, Texas GLO, Round 1 Single-Family Rehabilitation and Reconstruction Program—URS, Galveston, TX, 2012–2013

- Provided project management, contractor management, oversight, and issues resolution following the Texas GLO's assumption of management responsibilities for the City of Galveston's underperforming single-family repair and reconstruction program.
- Worked with stakeholders to facilitate the smooth transition from a subrecipient administered program to a state-run program, including the development of a state administered construction contractor pool, the transfer of construction oversight responsibilities, and the takeover of hundreds of incomplete construction projects.
- Worked with state and local officials to develop revised guidelines, policies, and procedures to facilitate successful completion of the program.

H2BRAVO

JENNIFER MOLINARI

Program Management Lead

MCS
MOLINARI CONSULTING SERVICES

22 YEARS OF EXPERIENCE

Areas of Expertise

- CDBG-DR Program Design & Implementation
- Federal & State Housing Policy Expertise
- Disaster Recovery Operations & Strategic Planning
- HUD & FEMA Regulatory Compliance
- Multifamily and Single-Family Housing Program Oversight
- Public Sector Project Management

Professional Development

- P M Professional Certification Training
- HOME Certified Specialist
- Davis-Bacon
- 2 CFR Part 200

Employment History

- Molinari Consulting Services, Austin, TX (2023-2025)
- Program Manager for Housing Authority of City of Fort Myers Multifamily CDBG-DR Projects (9/2023 – Present)
- Texas General Land Office, Austin, TX (2017-2023)
- Director of CDBG-DR Housing Programs (9/2017 – 2023)
- Texas Department of Housing and Community Affairs, Austin, TX (1995-2017)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than twenty years of experience in the strategic development, administration, and oversight of multi-billion-dollar initiatives. She specializes in the Community Development Block Grant – Disaster Recovery (CDBG-DR) program, as well as the HOME Investment Partnerships Program, and has led large-scale, high-impact programs at both the state and local levels.
- Project Manager, Housing Authority of the City of Fort Myers: Currently managing multifamily housing projects funded through CDBG-DR, focusing on recovery and redevelopment efforts post-Hurricane Ian.
- Director of CDBG-DR Housing Programs, Texas General Land Office: Led administration of over $2.7 billion in housing recovery funds following Hurricane Harvey, including single-family and rental housing programs. Designed and implemented new programs from the ground up, establishing strategic plans, operational benchmarks, and compliance systems that ensured successful audits and delivery.
- Demonstrated proficiency in program implementation in the delivery of several high-profile housing recovery programs and activities, three of which had no precedence, with no major audit or compliance issues.

PAST AND PRESENT PROJECTS

Program Manager, Housing Authority of City Fort Myers CDBG-DR Projects – Molinari Consulting Services, September 2023 – Present

- Manage multifamily housing redevelopment projects funded through CDBG-DR, supporting long-term disaster recovery and affordable housing initiatives.
- Coordinate with stakeholders and contractors to ensure timely delivery of federally funded housing projects within compliance and budget parameters.
- Provide subject matter expertise on HUD regulations, project controls, and reporting requirements tied to CDBG-DR funding.

Director, CDBG-DR Housing Programs – Texas General Land Office (GLO) September 2017 – 2023

- Directed state-run single-family housing programs totaling over $2 billion and rental housing programs exceeding $700 million for Hurricane Harvey disaster recovery.
- Led strategic planning and operational implementation for new disaster recovery housing programs, resulting in the successful launch of three first-of-their-kind initiatives.
- Developed and implemented comprehensive policies, procedures, and program guidelines ensuring compliance with HUD regulations and 2 CFR Part 200.
- Oversaw program performance, expenditure tracking, and federal reporting to ensure alignment with timelines, benchmarks, and state/federal audit standards.
- Managed internal teams and external vendors to optimize workflow and ensure consistent, high-quality project delivery.

Director, HOME Program – Texas Department of Housing and Community Affairs (TDHCA) 2012 – 2017

- Oversaw the administration of over $20 million annually in HOME funding for single-family housing activities statewide.
- Ensured compliance with HUD regulations, managing commitment and expenditure deadlines, reporting deliverables, and annual performance targets.
- Developed and monitored programmatic goals aligned with federal guidelines and state priorities, strengthening housing delivery across urban and rural regions.
- Served as primary point of contact for HUD audits and monitoring visits, with a successful record of no major findings.

H2BRAVO

MARTIN RIVERA

Program Management Lead



27 YEARS OF EXPERIENCE

Areas of Expertise

- Strategic Planning and Implementation
- Creating Administrative Structures Aligned with Funding Requirements
- Developing a Framework for Compliance and Quality Standards Environments
- Effective Leadership and Management in Executing and Sustaining Initiatives

Education

- BBA, Accounting, Southwest Texas State University
- Certified Fraud Examiner (Member #640328)

Employment History

- Principal – MKOR Consulting Services, LLC | 01/2023 – Present
- Deputy Director, Monitoring & Quality Assurance – Texas General Land Office |08/2020 – 02/2023
- Director, Quality Assurance & Process Improvement (QAPI) – Texas General Land Office | 02/2016 – 08/2020
- Quality Assurance & Process Improvement Manager / Manager IV – Texas General Land Office | 09/2011 – 01/2016
- Senior Quality Assurance & Quality Control Specialist / Auditor V – Texas General Land Office | (Role concurrent with above position; dates included above)

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Over 27 years of specialized experience in federal grant administration, compliance, auditing, and monitoring, with a portfolio exceeding $13.5 billion in federal funding (CDBG-DR, CDBG-MIT, ARPA, and more).
- Designed and implemented enterprise-wide compliance frameworks and risk-based monitoring strategies that align with federal requirements under 2 CFR Part 200, HUD, FEMA, and Treasury guidelines.
- Developed Key Performance Indicators (KPIs), risk assessment tools, and internal controls to assess program performance, financial accuracy, and regulatory compliance.
- Led multi-disciplinary teams (50+ staff) across auditing, housing inspections, and community quality assurance to monitor and evaluate federally funded housing and infrastructure programs.
- Served as external audit liaison, coordinating responses to HUD OIG, FEMA, and Single Audit findings and developing defensible Corrective Action Plans (CAPs).
- Led investigations and oversight of fraud, waste, and abuse claims, coordinating with federal enforcement entities to protect program integrity.

PAST AND PRESENT PROJECTS

MKOR Consulting Services, LLC - Principal | 01/2023 — Present

- Founded to leverage my experience in state and federal grant administration, MKOR provides value-added solutions to organizations administering grants. As the principal, I focus on delivering comprehensive analysis and optimizing business processes that produce tangible results. These efforts drive actionable outcomes, accelerate service delivery to communities and their beneficiaries, and empower organizations to achieve their grant objectives.
- Harris County Flood Control District: As a subcontractor to GrantWorks and KSBR, LLC, MKOR enhances CDBG DR/MIT monitoring strategies, supports QA/QC reviews, and provides compliance support. We assist with policy and procedural enhancements, specializing in financial management support.
- Capital Access, Inc. (CAI): Under a master agreement with Stralto, Inc., MKOR supports CAI as a subcontractor, focusing on technical assistance and financial and grant management for the City of Fort Worth's Winter Storm Uri CDBG-DR program.

- Harris County Community Services Department: We were awarded a contract to enhance housing development efficiencies under ARPA and Community Land Trust initiatives. Although this partnership concluded earlier than anticipated, the experience reinforced our capabilities in navigating complex projects and provided valuable insights that continue to inform our approach to achieving grant objectives in challenging environments.

Texas General Land Office, Deputy Director, Monitoring & Quality Assurance | 08/2020 — 02/2023

- Spearheaded the strategic planning, development, and implementation of the Monitoring & Quality Assurance (M&QA) department's initiatives, ensuring effective oversight of a diverse portfolio.
- Directed and managed three specialized teams, totaling 50+ employees, with distinct focuses: the MQA team conducted audits and monitored grant activities, overseeing federal grants totaling $13.5 billion; the Housing QA team conducted inspections of single-family and multifamily housing construction; and the Community Quality Assurance team reviewed complaints and appeals for CDBF-DR programs.
- Achieved exceptional compliance and high-quality standards across disaster recovery operations through effective leadership and communication.
- Implemented and supervised risk assessment methodologies, comprehensive monitoring plans, and key performance indicators, facilitating over 100 annual reviews across all three teams.
- Supervised compliance, performance, and statutory audits, including financial, inspection, programmatic, and special reviews.
- Oversaw the preparation and presentation of audit, monitoring, and quality assurance reports, ensuring clear and concise communication of reportable issues. Reviewed corrective action plans to ensure effectiveness in addressing and resolving matters.
- Conducted real-time quality assurance reviews to ascertain financial and program compliance, resulting in value-added quality assurance reports and enhanced program operations.
- Guided and provided direction in managing fraud, waste, and abuse claims and reviews, collaborating effectively with federal agencies to ensure coordinated review outcomes and the execution of corrective action plans.
- Supervised the subrecipient single audit function.
- Served as the external audit liaison, leading the development of responses and corrective action plans to address published audit reports.

Texas General Land Office, Director, Quality Assurance & Process Improvement (QAPI) | 02/2016 - 08/2020

- Provided strategic direction and leadership for the QAPI department, overseeing its monitoring and auditing activities related to Federal programs.
- Spearheaded the coordination, development, and implementation of comprehensive risk assessments and monitoring plans.
- Created and assigned key performance indicators while establishing annual compliance goals and objectives. Approved and managed schedules, priorities, and performance standards to achieve set goals effectively and within required timeframes.
- Led the preparation of compliance reports, ensuring that corrective actions were strategically designed to address and resolve reportable issues.
- Liaison with external auditors, responding to audit reports and ensuring timely and effective resolution of identified issues by implementing corrective action plans.

H2BRAVO

ROSS WOODS

Project Manager

20 YEARS OF EXPERIENCE

Areas of Expertise

- Advanced proficiency in Microsoft Excel, MS Office Suite, Salesforce, Power BI, Visio, Microsoft Dynamics, Google Analytics, Smartsheet, and Quickbase
- Data management and Analytics, including proficiency with SQL, R, and Python
- User Acceptance Testing
- AI prompt engineering and API Implementation
- Project Management and Agile
- Methodologies
- Change Management
- Federal cross-cutting grant management & compliance (CDBG, CDBG-DR, CDBG-MIT, CPF, URA)

Education

- SMBA // Economic Development, Eastern University, St. Davids, PA, Graduated 2014
- BBA // Real Estate, University of Georgia, Athens, GA, Graduated 2006

Employment History

- Qualis Consulting, LLC, 2025
- GrantWorks, 2023-2025
- NYC Office of Technology and Innovation, 2021-2023
- NYC Mayor's Office of Housing Recovery Operations, 2019-2021
- Capital Access, Inc. 2014-2019
- HOPE worldwide 2009-2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ Proven leader in managing cross-functional teams and concurrent work streams to drive measurable results. Skilled in advancing tech adoption, boosting revenue, and streamlining operations.
- ✓ Passionate about leveraging tech-enabled solutions that create meaningful impact for clients and communities.

PAST AND PRESENT PROJECTS

Founder & Principal Consultant, Qualis Consulting LLC, Founded 2021, New York, NY, Apr 2025 – Present

- Lead a boutique consulting firm, delivering strategic, tech-enabled solutions to public, nonprofit, and private sector clients. Services include grant management, product development, and operational modernization.
- Partner with government agencies and nonprofits to design and implement compliant, high-impact programs
- Advise clients on business process reengineering and digital transformation strategies
- Cultivate a mission-driven, capacity-building approach centered on sustainable outcomes

Associate Vice President, Community Development, GrantWorks, New York, NY, Mar 2023 – Apr 2025

- Led strategic partnerships with local and state government agencies, nonprofit organizations, and private sector stakeholders to develop and implement largescale program solutions, including over $1 billion in active grant funds to drive sustainable community development, infrastructure, and housing initiatives across multiple regions
- Led UI redesign and implemented automation in GrantWorks' project management platform, enhancing user adoption and streamlining project tracking for 550+ projects across 250 clients
- Developed progress billing for administrative contract milestones, unlocking ~$3 million in billable revenue and accelerating billing timelines
- Designed initiatives to prioritize employee retention and increase opportunities for employee career advancement, overseeing 75+ staff members across six departmental divisions

- Conducted revenue projections analysis and overhauled billing structures, enabling accurate budget forecasting for $1 billion in active grant funds

Senior Program Manager, COVID-19 Technology Initiatives (Consultant), NYC Office of Technology and Innovation, New York, NY, Feb 2021 – Feb 2023

- Oversaw team of 25 providing program management and quality assurance for the VAX application on behalf of the NYC Office of Technology and Innovation Scaled VAX platform through 19 major releases to support over 50 public and private providers which administered 4.3 million COVID vaccines across 2,500 sites in under two years
- Led end-to-end provider management and support including onboarding, training, operations management, support, and reporting & analytics
- Coordinated across multiple city agencies, including City Hall, to execute evolving and emergent public health imperatives, including retooling the application to support the Monkeypox vaccine
- Led agency support and user acceptance testing for the NYC Emergency Housing Voucher Case Tracker, which integrates client referrals across 13 city agencies for tracking and reporting through voucher issuance

Associate Director, NYC Mayor's Office of Housing Recovery Operations, New York, NY, Feb 2019 – Feb 2021

- Ensured compliance with federal, state, and local regulations in the administration of the $2.2B CDBG-DR funded Build it Back (BIB) housing recovery program
- Oversaw organization-wide data management, analysis, and reporting
- Managed special projects including the City's acquisition or buyout of stormdamaged properties, complex Duplication of Benefits coordination, and closeout of the CDBG-DR grant

Consultant, Capital Access, Inc., New York, NY, Aug 2014 – Feb 2019

- Oversaw a portfolio of projects and client engagements in the role of relationship manager assisting clients with the development and implementation of strategic solutions
- Managed various cross-departmental work streams leading a project team of up to 13 members responsible to ensure applicant eligibility and non-duplication of benefits for over 1,500 homeowners served through BIB
- Proven ability to strategically identify insightful solutions to problems as evidenced by decreasing total applicant processing timeframe from 6 months down to 3 months for the $80M New York State Acquisition for Redevelopment program

National Field Director, HOPE worldwide, Wayne, PA, Jan 2009 – Oct 2013

- Led the retooling and rebranding of the AmeriCorps program into a workforce development program to equip 17- to 24-year-olds for careers in the nonprofit sector
- Oversaw a federally funded AmeriCorps program that engaged 150+ AmeriCorps members to serve 1,100 at-risk youth annually
- Responsible for drafting and allocating annual budget of $500K, grant compliance and reporting, marketing and program enrollment, and publicfacing program representation
- Created and facilitated the National Youth Advisory Council to encourage yearround local service with HOPE worldwide generating interest in AmeriCorps resulting in a 150% increase in program applications

H2BRAVO

JENNIFER SMITH

Program Management Lead



13 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- FEMA Programs
- Program Setup
- Data Management Systems
- Production Metrics
- Grant Administration
- Policy Development
- Contractor Management

Education

- B.S., Science, Louisiana State University, Health Science Center, Baton Rouge, LA, 2010

Employment History

- H2Bravo, LLC, 2017–Present
- AECOM, 2012–2017
- Baton Rouge General Medical Center, 2010–2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than ten years of experience with project operations, production, and oversight for federally funded housing recovery programs. This experience includes preparing staffing plans and work breakdown schedules, and process implementation.
- Knowledgeable about FEMA programs and disaster case management programs.
- Excels in management and quality assurance of data management systems, ensuring compliance with personally identifiable information (PII) requirements and correct organization of project files.
- Experienced with rapid start-up, helping establishing project teams and call centers within 48 hours of award.
- Ensures completion of work on schedule and within budget by analyzing workflow and setting schedules.
- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance for disaster recovery efforts related to Hurricanes Rita, Ike, and Dolly.

PAST AND PRESENT PROJECTS

Project Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- Provides programmatic oversight to all 4 case management firms.
- Responsible for day-to-day program operations and maintains close collaboration with the client, ensuring consistent updates on the operations of each case management firm.
- Manages the inspection process for the program and works to ensure every eligible home is inspected as quickly as possible.
- Collaborates with the client and all case management firms to come up with creative solutions for otherwise unsolvable cases.
- Develops policies and procedures in accordance with program guidelines and provides training to the case management firms ensuring all staff are operating within program guidelines.
- Develops logic for the system of record and provides training to all case management firms ensuring accurate use of the system.

- Responsible for overall data management and reviews all reporting for accuracy.
- Manages the daily production and quality controls of all tasks ensuring program goals are achieved.

Operations Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – H2Bravo, Lafourche, LA, December 2021 – January 2022

- Provided management, direction, and oversight of the activities associated with all call center staff.
- Managed the day-to-day activities of the call center staff who were responsible for reviewing and researching applicant files as well as calling and scheduling substantial damage inspections.
- Developed policies and procedures in accordance with program guidelines and provided employee training to ensure all staff were operating within program guidelines.
- Managed the daily production and quality controls of all tasks ensuring program goals were achieved.

Project Manager, Office of Community Development, Restore Louisiana (RELA) – H2Bravo, Baton Rouge, LA February 2020 – September 2021

- Provided direction, management, and oversight of the activities associated with the Small Business Loan (SBA) reimbursement task.
- Worked with the team to developed eligibility criteria and process flow, reviewed eligibility data, provided oversight and guidance to staff completing the reviews.
- Managed applicant question and concerns, managed applicant appeals and made the final determination for these files.
- Worked with the client and construction team to resolve applicant concerns and addressed any additional requests from the applicant. Reviewed and reconciled programmatic data to ensure accuracy.

Eligibility Specialist, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Austin, TX, 2019 – February 2020

- Ensured that applications met the criteria established by GLO before progressing through the Program.
- Reviewed applicants' initial submissions to the Program for items such as FEMA flood zones, HUD income levels, property ownership, and primary residence, and validates that submitted properties were damaged by Hurricane Harvey.
- Identified application deficiencies and worked with Program staff until applications are complete.
- Conducted quality control reviews of income to ensure accuracy and completeness, and reviewed receipts to determine expense eligibility.
- Worked with the Environmental Team reviewing Damage Repair Verifications (DRVs) to determine what proposed action is required before the application entered the Environmental Review Process.

IT Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Austin, TX, 2017–2018

- Helped to develop the data management system that guided applicants through the PREPS process, ensuring that all applicants met each necessary milestone through completion.

- Provided daily support to the Construction and Production Managers as needed for all aspects of the Program. These included applicant research and data analysis.

Deputy Program Manager, Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Shelter at Home (SAH) Program—AECOM, Baton Rouge, LA, 2016–2017

- Assisted the Program Manager as the team performed program management, outreach, intake, and eligibility determination, as well as site inspections and construction administration.
- Assisted in establishing the team and call center within 48 hours of award.

Production Manager, New York Governor's Office of Storm Recovery (NY GOSR), Special Services Block Grant (SSBG) Program—AECOM, New York, NY, 2015

- Responsible for the daily operation of the team. Coordinated and tracked team assignments and held the team to deadlines.
- Educated the team on project policies, procedures, and updates.
- Maintained the project standard operating procedures (SOPs) library; updated all documents as process workflow and implementation plans changed.
- Served as single point of contact for the back-house applicant analysis tasks, serving as liaison between field and office staff.
- Led a team of approximately 22 full-time employees.

Deputy Production Manager, NY GOSR, SSBG Program—AECOM, New York, NY, 2015

- Assisted the Production Manager manage the process flow and resolving inefficiencies.
- Coordinated team leads and hand-offs of applicants within the population, as the applications moved through multi-step task work streams.
- Managed the day-to-day tasks of in-house teams for document review and identification.
- Served as the point of contact between field operations and back-house operations.

Construction Production Supervisor, Texas GLO, Hurricanes Ike, Rita, and Dolly Disaster Recovery Programs—AECOM, Austin, TX, 2012–2015

- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance efforts related to Hurricanes Rita, Ike, and Dolly.
- Responsible for day-to-day operation of the Plans and Specifications Team, ensuring that assignments moved through the production process and back to the field.

H2BRAVO

HEATHER BROTHERS

Partner/Program Manager



23 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- FEMA PA Program
- FEMA STEP Program
- Environmental Review
- Grant Administration
- Operational Planning
- Program Design
- Program Policy Development
- Contractor Management
- Construction Management
- Production Management
- Organizational Leadership
- Program Implementation
- Program Start-up

Education

- BS, Finance, Louisiana State University, 1999

Employment History

- H2Bravo, Project/Program Manager, 2017 - Present
- URS Corporation/AECOM, Project Manager 2010 - 2017
- URS Corporation, Project Controls – 2005 – 2010
- Lockwood, Andrews & Newman, Project Controls – 2002 – 2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Senior Project Manager with expertise in implementing housing recovery programs with both FEMA PA and HUD CDBG-DR funds. Heather has excelled in this role since 2008, and her experience spans across several states including Texas, Mississippi, New Jersey, New York and Louisiana.
- Detail oriented and process driven project manager, with a rare and key ability to maintain a production-oriented focus to keep housing recovery programs moving forward and on schedule through mining and analyzing data to proactively identify and address issues and production chokepoints.
- Developed expertise through involvement and management of disaster recovery programs containing large-scale scattered site projects, multi-family housing, environmental review, policy development, program implementation, quality assurance, labor standards, fair housing and construction management.
- In addition to her proven ability to implement CDBG-DR projects, she has been instrumental in the development of these programs for sub-recipients, including the development of critical processes and removal of barriers to the successful delivery of funds to individual projects.
- Project Manager for several Disaster Recovery Housing Assistance Programs including Single Family Owner-Occupied, Single Family Rental, Multi-family Rental, and Slum and Blight Demolition.
- Heather is a critical resource due to her vast library of lessons learned and ability to identify opportunities for increased efficiency. Of note, one of Heather's $195M CDBG-DR housing projects endured a multiday audit with no findings and received praise from HUD.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager (2020 – present).

- Production manager for the construction management component of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for day to day construction management operations, including contractor coordination, management of the contractor invoice review team, management of change orders, inspector coordination and issue resolution.

- Heather is also responsible for overall data management and reporting.

Production Manager, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-2020

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing. After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs. The program will reimburse approximately 3,000 Texas Homeowners by early 2020.
- Ms. Brothers' skills and previous CDBG-DR experience were used to help design a successful program implementation approach. She manages production of eligibility reviews, duplication of benefits reviews, reimbursement calculations and environmental reviews for the program. She works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2017-2018

- The Partial Repair and Essential Power for Sheltering Program was a FEMA funded temporary sheltering program the State of Texas is successfully implemented after Hurricane Harvey hit in August 2017. The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- Ms. Brothers managed production of inspections and construction progress for the program. She worked to ensure every homeowner was served as quickly as possible. She also assisted in evaluating change orders, developing the program database, reviewing inspection documents, construction issue resolution, and resolving contractor and homeowner issues.

AECOM, Project Manager, 2010 – 2017

Operations Manager, State of Louisiana, Louisiana Shelter at Home (SAH) Program – August 2016 Floods, Louisiana, 2016-2017

- The Shelter at Home Program is a FEMA funded temporary sheltering program the State of Louisiana successfully implemented after the historic floods that hit in August 2016. The program provided over 10,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their flood damaged homes.
- Ms. Brothers oversaw Case Management, Call Center and Production operations for this program. She worked successfully to ensure every application was properly evaluated and served as quickly and efficiently as possible. She also assisted the construction team in evaluating change orders, reviewing inspections documents, construction issue resolution, and contractor and homeowner issues.

Program Manager, Texas General Land Office (GLO) Lower Rio Grande Valley Development Council (LRGVDC), Hurricane Dolly Housing Round 2 Non-Rental, Rental Program, Texas, 2015-2017

- The HUD CDBG disaster recovery program consists of the construction or relocation of over 750 single family owner occupied homes, constructing 12 single family rental homes, 5 multi-family developments.

- The program team performed program development tasks, Notice of Funding Availability development, Fair Housing reviews, proposed site reviews, application intake, eligibility reviews, environmental reviews, housing quality inspections, damage inspections including scope development, house plan development including Section 504 requirements, construction inspection services, contractor management, labor standards oversite, draw requests processing, financial management, quality assurance and project closeout.

Program Manager, Texas General Land Office (GLO) City of Galveston, Hurricane Ike Housing Round 2 Non-Rental Program, Texas, 2015-2016

- The HUD CDBG disaster recovery program consists of the construction of over 300 single-family owner-occupied homes in the City of Galveston Ms. Brothers was responsible for directing the successful administration of this grant with financial, reporting, construction management and compliance oversight.
- Ms. Brothers' ability to notice barriers and develop processes to remove those barriers was instrumental to complete construction on some of the largest and most difficult rehabilitation projects in this program.
- The program team performed program development tasks, outreach, application intake, eligibility, environmental reviews, housing quality inspections, damage inspections, house plan development, coordination with state and local historical commissions, coordination with City of Galveston staff, construction inspection services, contractor management, draw request processing, financial management, quality assurance and are in the final stages of project closeout.

Program Manager, Texas General Land Office (GLO) South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Round 2 Non-Rental, Rental and Slum and Blight Program, Texas, 2012-2017

- The HUD CDBG disaster recovery program consists of construction of over 800 single family owned and occupied homes in Southeast Texas, relocation of 59 families to newly purchased homes, construction of 55 single family rental homes, 5 multi-family developments including over 450 public housing units, and demolition of over 500 blighted properties with funding over $195M.
- Ms. Brothers is responsible for directing the successful administration of this grant with financial responsibilities, reporting, implementation of AFFH requirements, construction management, and compliance oversight, from the development of program through construction of each home, multi-family development or demolition project.

City of Galveston Hurricane Ike, Round 1, Texas General Land Office – Environmental Manager, 2011 – 2013

Project Manager, South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Program Round 1, Texas, 2010-2012

- The HUD CDBG disaster recovery program consists of the construction of over 700 single family homes in southeast Texas.
- Ms. Brothers was responsible for leading the project, which included housing quality standards inspections, damage assessments, plan development, construction inspections and contractor management for single family homes.

- Ms. Brothers' process development skills were used to create efficient, organized approach to designing and constructing quality single family homes for qualified applicants of this program. The program delivered more than 700 professionally designed, sustainable housing projects.

Hurricane Katrina CBDG-DR Program, Mississippi Development Authority – Environmental Manager, 2008 - 2010

H2BRAVO

BRANDON CLARK

Project Manager



20 YEARS OF EXPERIENCE

Areas of Expertise

- Construction Management
- Team Building & Leadership
- Training & Development
- Complex Project Management
- Emergency Response Planning
- Vendor Management
- Quality Control
- Budget Planning & Analysis
- Strategic Decision Making
- Stakeholder Engagement & Collaboration
- Cost Engineering, Cost Negotiations
- Disaster Recovery (FEMA, HUD)

Education

- Spartanburg Methodist College

Employment History

- Horne, 2024-2024
- Mooring, 2023-2024
- Benchmark Consulting, 2018-2023
- Texas General Land Office, 2013-2018
- Traveler's Insurance, 2003-2013

Certifications

- State of Texas Property & Casualty Lic. #1070674

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Dynamic and results-oriented Project Manager with over 20 years of specialized experience in Construction Management and Disaster Recovery, focusing on single and multi-family homes.
- Renowned for delivering innovative solutions in complex projects, including post-disaster housing initiatives and military base repairs.
- Expert in crafting comprehensive SOPs and managing multimillion-dollar budgets to ensure compliance with state and federal regulations.
- Proven leader in onboarding and training development, building high-performing teams to drive project success and enhance stakeholder satisfaction.

PAST AND PRESENT PROJECTS

Deputy Construction Director, Horne, 2024 – 2025

- Lead construction management for HUD Community Development Block Grant (CDBG) programs, overseeing the reconstruction of single-family homes across Florida and Alabama with a combined budget exceeding $800 million.
- Manage a high-performing team of 12 construction managers and construction administrators specifically for Florida Commerce's Hurricane Ian Repair and Replacement Program, enhancing operational efficiency through targeted training and collaboration with another 73 team members across 20 counties.
- Oversee the Alabama Housing Recovery Program, directing a team of 7 while collaborating with 25 additional team members to maximize project impact across 9 counties under a $280 million budget.
- Monitor contract compliance across projects, achieving critical timelines of 120 days for reconstruction, 90 days for rehabilitation, and 60 days for mobile home replacement through proactive performance management.
- Develop and implement comprehensive program guidelines and SOPs for Florida and Alabama projects, ensuring compliance with state regulations and significantly improving project execution metrics.

- Write and evaluate proposals for general contractors in both programs, establishing effective scoring methodologies that optimize contractor selection and ensure high-quality project delivery.

General Services Administration (GSA), Federal Contract Manager, Mooring, 2023 – 2024

- Secured 7 federal contracts, fostering a new line of business for Mooring and significantly enhancing organizational growth in GSA markets.
- Developed comprehensive policies and procedures tailored for the GSA line of business, improving operational efficiency and compliance standards in federal contract management.
- Identified and pursued opportunities within federal agencies, successfully establishing relationships that positioned Mooring as a key player in the Environmental Remediation sector.
- Obtained Master Service Agreements (MSA) with multiple federal agencies, streamlining service delivery while ensuring adherence to regulatory requirements.
- Designed and implemented Emergency Response Plans (ERP) in collaboration with federal agencies, enhancing preparedness and responsiveness during disaster situations.
- Mentored and trained a business development team member, equipping them with skills necessary for successful contract management and sustainable business growth.

Project Manager, Contracted to JW Turner Construction, Benchmark Consulting - Principal, 2018 – 2023

- Oversaw the Hurricane Ida Haul & Install program for up to 1,000 Temporary Sheltering Solutions, collaborating with the Governor's Office of Homeland Security and Emergency Preparedness to ensure effective resource allocation.
- Directed Disaster Temporary Housing Solutions and Services for modular, container, and tiny homes, partnering with The Texas General Land Office to address urgent housing needs post-disaster.
- Led disaster recovery repairs for residential and commercial buildings at Camp LeJeune, Cherry Point, NC, and Beaufort, SC military bases following Hurricane Florence, managing a team of 15 staff and 28 general contractors.
- Identified and established critical office site locations for JWTC in Victoria and Rockport, TX, including a dedicated lumber yard, enhancing operational capacity for ongoing projects.
- Managed the sewer system project for multi-family development in Rockport, TX, overseeing timelines, budgets, and contractor performance.
- Conducted market research and negotiated pricing for fleet vehicle purchases, optimizing operational efficiency.

Manager, Housing Program, Texas General Land Office, 2013 – 2018

- Led the Housing/Construction Unit for disaster recovery housing programs, managing over $3B in HUD CDBG-DR grants and successfully delivering over 5,000 homes across 33 counties.
- Drove economic development and customer satisfaction by implementing sustainable housing solutions, including historical home rehabilitation and managing programs like Texas PREPS and DALHR post-Hurricane Harvey.
- Established compliance and operational policies resulting in streamlined processes, ensuring adherence to federal, state, and local requirements and enhancing program integrity.

- Monitored grant administrators and vendors, improving strategies for program compliance, quality control, and timely communication with stakeholders.
- Revamped inspection and operational strategies, significantly increasing efficiency and reducing warranty inquiries, while fostering a customer-focused approach to stakeholder concerns.
- Facilitated training for construction staff and represented the program in ribbon-cutting ceremonies, ensuring project compliance and celebrating successful community recovery efforts.

Manager, Property Damage Appraisal Residential – Commercial, Traveler's Insurance, 2003 – 2013

- Led the appraisal unit, emphasizing quality control to produce accurate estimates upfront, which increased efficiency and minimized the need for revisits and supplemental estimates.
- Coordinated and deployed a 25-30 member catastrophe team to swiftly respond to nationwide events within 48 hours
- Recognized with the "In Synch Award" in 2012 and 2013 for exceptional performance and dedication.
- Collaborated closely with vendors to ensure repair conformity to estimates and industry guidelines.
- Developed comprehensive training programs, enhancing team performance and fostering leadership growth.

Manager, Appraisal Multi-Lines

- Directed the appraisal unit for a diverse range of vehicles and equipment, significantly increasing production capacity through improved quality work product.
- Implemented training and coaching initiatives, achieving a 25% improvement in appraisal quality and maintaining top-tier performance.
- Cross-trained for the nationwide catastrophe team, enhancing proficiency in property claims and construction knowledge.
- Led teams during complex catastrophe events while enhancing training for new appraisers and claim adjusters.

H2BRAVO

DREW SWEET

QA Manager



16 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- Program Management
- Project Management
- Construction Management
- Contactor Interface
- Damage Assessments
- Cost Estimating
- Feasibilty Analysis
- Cost Benefit Analysis
- Data Management
- Residential Design
- Meeting Facilitation
- Public Meetings

Education

- B.A., English Literature, Wheaton College, 2003

Employment History

- H2Bravo, 2018 - Present
- The City of New York, Mayor's Office of Housing Recovery Operations 2014-2018
- TRF Development Partners, 2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Sweet is an experienced Project and Program Manager with over 10 years of experience in the construction industry, including over 4 years managing the development, delivery, and operations of disaster recovery programs.
- Mr. Sweet was a key manager for the construction operations for the NYC Build It Back Program, first managing the pre-construction services for over 12,000 storm damaged homes, then as Deputy Director, managing planning, environmental compliance, reimbursements, and technical services.
- His focus on process, design, construction and implementation, provides the leadership and skills necessary to manage multiple inspectors, architects, and construction contractors.
- He ensures that all aspects of the project plan are coordinated and executed to achieve timely progress and compliance with program requirements.
- With key capabilities in construction, project management, and issue resolution, he has the proven ability to accomplish complicated projects and deliver a quality product.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Reporting and Change Order Manager, 2020 – present

- Responsible for tracking and reporting on building permit submittals and approvals and project progress tracking.
- Drew also coordinates with builders and the client on change orders, including reviewing builder justification documentation and preparing compliance documentation for change order expenditures.

Quality Assurance Manager, GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-Present

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing.
- After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs.
- The program will reimburse approximately 3,000 Texas Homeowners by early 2020. Mr. Sweet's skills and previous CDBG-DR experience were used to help design a successful program implementation approach. He manages the

quality assurance reviews, appeals, and duplication of benefits data for the program. He works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2018

- The Partial Repair and Essential Power for Sheltering Program is a FEMA funded temporary sheltering program the State of Texas is successfully implementing after Hurricane Harvey hit in August 2017.
- The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- After joining the team mid-project, Mr. Sweet's experience was utilized by multiple groups on the PREPS program.
- He managed the IT team and assets, and performed quality control reviews of inspection documents and scope modification requests, identifying and addressing various risks and workflow inefficiencies.
- As the lead for program closeout, he managed staff roll-off, facility and equipment disposal, and data consolidation and turnover, ensuring the program was wrapped up quickly and efficiently.

Housing Recovery Operations, Build it Back Program, Deputy Director, Pre-Construction, Design & Technical Services – New York, NY, 1/17-3/18;

- Oversight of multiple teams focused on delivering all assessment, environmental and design requirements necessary to initiate CDBG-DR compliant rehabilitation, elevation and reconstruction of approximately 12,000 storm damaged homes in New York City. Key responsibilities included:
- Maintenance and revision of program construction standards and policies in compliance with NYC Building codes & the requirements of HUD for CDBG-DR programs, training of staff in the implementation of those standards and policies, and subsequent auditing and quality reviews of select construction scopes for adherence.
- Strategic planning to rebuild within complex logistical conditions including lack of street access, outdated and private infrastructure, and evaluation of alternative construction methods for cost, schedule, resiliency, efficiency and feasibility.
- Working with Legal and Policy teams to develop program policies for handling of conflicts regarding legality of existing buildings, units built contrary to Zoning and Building Code, and multiple other site specific conditions.
- Manage staff to evaluate proper construction pathways given site and building conditions

Housing Recovery Operations, Build it Back Program, Pre-construction Team Lead – New York, NY, 7/15-12/16;

- Managed both the pre-construction team and primary consultant contract, and was responsible for implementing policies and procedures and resolving issues pertaining to individual and multiple applicants. Key responsibilities included:
- Contract management for the primary $58.6M pre-construction services contract, including negotiation of a contract amendment and wholly new $3.5M contract, weekly and monthly progress meetings, establishing and adjusting performance goals, and monitoring production to improve performance and report delivery.
- Management of the production and quality control issues for all damage assessments, feasibility reports, appraisals, lead risk assessments, Tier II's and specialized environmental and engineering

reports, including identification of trends, deficiencies, and resolution of specific issues.
- Regular review of SOP's and necessary updates to SOP's and related documents, including apprising consultant of policy revisions, programmatic priorities, and revised guidance for DOB and FEMA on Substantial Damage and Substantial Improvement calculation methodology.
- Overall management of all preconstruction activities, including leading weekly team progress meetings, coordination with other team leads and other city agencies, forecasting and reporting completed and anticipated volume, and working with leadership and the policy team to create programs necessary to suit the evolving requirements.
- Creation of new programs and procedures to improve service to applicants including tailoring processes for new agency partners, the reimbursement of elevated and rebuilt homes, and addressing lead safe housing issues.

Housing Recovery Operations, Build it Back Program, Project Manager – New York, NY, 3/14-7/15:

- Created, implemented and executed policies and procedures for multiple special projects, and worked closely with assessment consultant to improve quality refine deliverables to meet evolving needs account for unanticipated in-field scenarios.
- Special projects included attached homes, homes over water, condos, multiple structure lots and various other non-traditional technical issues, including engaging multiple city agencies to correct map and database errors improve program delivery, and that hindered the program and negatively impacted both applicants and non-applicant residents alike, and working as liaison between consultants, IT and data teams to correct unique and systemic issues with third party and in-house generated data gaps and errors.
- Utilized experience in residential renovation, including framing, plumbing, electrical and finish work, to advise team members on residential-specific solutions, including anticipated scope and cost, and to evaluate rehabilitation scopes and damage assessments for thoroughness and unnecessary items.

TRF Development Partners – Consulting Project Manager, Baltimore, MD, 1/13-12/13;

- Established operations in a quickly expanding office while also managing the Design and Construction phases of residential rehabilitation and new construction projects, the rental maintenance staff, and working with neighborhood organizations.
- Managed completion of 21 renovation and new construction properties, design and construction of another 25 properties, and completed the design of 8 more, totaling more than 90,000 sq ft of finished space and over $8M in construction costs.
- Assessed, improved and streamlined the baseline scope, processes and documents in order to address numerous problems identified as recurrent in earlier projects.
- Leveled and assessed bids, and negotiated contracts for over 30 projects; managed contract adherence, invoicing and quality.

Jones Lang LaSalle Americas, Inc., Project Manager, Washington, DC, 3/07-7/11;

- Managed all phases of various Tenant Improvement projects, from programming and design through construction and closeout. Primary responsibilities included:
- Creating and managing complex scopes, schedules and budgets; and tracking and approving all costs, and development of design and installation requirements
- Managed over 20 projects in 5 states with costs in excess of $100M, and assisted in the management of an additional 7 projects exceeding $300M in project costs

TASK 16

TECHNICAL SYSTEMS SPECIFICATION & PROJECT MANAGEMENT

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TASK 16 – TECHNICAL SYSTEMS SPECIFICATION & PROJECT MANAGEMENT

Understanding of Requirements

The State may require business process mapping, workflow documentation, technical specifications, and project management support for the system of record that will manage Community Development Block Grant – Disaster Recovery programs. The system must serve as the operational backbone of the recovery program, integrating intake, eligibility verification, duplication of benefits review, inspections, environmental review, construction oversight, financial management, and compliance reporting.

The challenge is ensuring that the system is both precise and adaptable. Many grantees have struggled with platforms that were too rigid, slowing program delivery, or too unstructured, creating compliance vulnerabilities. To succeed, technical specifications must accurately reflect program rules while supporting production goals and allowing for adaptation as requirements change. Project management must keep development on schedule, align user needs with technical design, and ensure seamless integration with federal and state reporting systems.

H2Bravo Approach

H2Bravo is one of the original innovators in data systems for disaster recovery housing. Members of our leadership team helped pioneer process-driven technology solutions for CDBG-DR programs as early as 2008, introducing system architectures that linked intake, eligibility, environmental review, construction oversight, and financial disbursement into unified platforms. At a time when most grantees relied on static databases or spreadsheets, we advanced process-driven solutions that embedded compliance rules into workflows and produced monitoring-ready files automatically.

That philosophy continues to guide our work today. We believe systems should not simply store data — they should drive action. Our platforms are designed around action-oriented workflows that prompt users to complete the next required step, whether that means verifying a document, scheduling an inspection, or closing out a case. This design reduces errors, improves throughput, and ensures that compliance obligations are met as a matter of routine program operation rather than after-the-fact correction.

We also design systems with embedded analytics and reporting that identify problems before they escalate. Dashboards are not passive displays of data but interactive tools that highlight bottlenecks, track variances, and flag compliance risks in real time. By giving leadership visibility into risks and production metrics simultaneously, we enable proactive management and faster interventions.

Today, H2Bravo is extending this tradition of innovation by integrating large language models (LLMs) and other AI-driven tools into disaster recovery systems. We are developing solutions that automate triage scoring, predict compliance risks, and assist case managers by generating draft communications and file summaries. These tools do not replace staff — they augment them, increasing accuracy, reducing workload, and accelerating program delivery. By weaving AI into our systems, we are setting a new standard for disaster recovery technology and positioning our clients at the forefront of efficiency and compliance innovation.

Our project management approach ensures these systems are delivered reliably. We establish detailed requirements, timelines, and milestones from design through testing and launch. Risks are identified early and tracked until resolved. We also facilitate communication between developers, program leadership, and end users to ensure that the system reflects operational needs and compliance obligations. User acceptance testing is structured and comprehensive, validating both technical functionality and practical usability before launch. Finally, our change management procedures ensure systems evolve as program rules shift, with updates introduced in a controlled, documented manner that preserves continuity and audit integrity.

Anticipated Deliverables

- **Business process maps.** H2Bravo will map intake, eligibility, inspections, environmental review, construction, financial management, and compliance workflows. These maps will define roles, required documentation, and control points, ensuring the system reflects real-world program operations.
- **Workflow documentation.** We will produce workflow specifications that describe how data is captured, tasks are routed, and rules are enforced. These specifications will ensure the system produces defensible, audit-ready records.
- **Technical specifications.** H2Bravo will deliver technical requirements for data structures, permission controls, system interfaces, and reporting outputs. These specifications will embed compliance into design and ensure seamless integration with state and federal reporting systems.
- **Project management plans.** We will develop project management plans with schedules, milestones, deliverables, and risk strategies, ensuring accountability and progress tracking throughout development and rollout.
- **User acceptance testing protocols.** We will create and oversee testing protocols to validate workflows, data capture, and reporting outputs against program requirements, documenting results and adjustments before deployment.
- **Change management procedures.** H2Bravo will prepare structured procedures for implementing updates as program policies evolve, ensuring changes are introduced without disrupting operations or compromising data integrity.

Key Personnel

Title	Staff
Closeout System Design Specialist & Operations Lead	Chad Herndon Reid Bruce
Data Analysis & Workflow Design Specialist	Emily Batts Ryan Brach
Project Management & Systems Integrations Specialist	Ross Woods Drew Sweet
Monitoring/Compliance & Quality Assurance Lead	Heather Brothers Jennifer Smith
Forms/Graphics Specialist	Non-Key Employee
Reporting Analyst	Non-Key Employee
Administration	Non-Key Employee

Relevant Experience

H2Bravo's technology leadership spans more than 15 years. Our staff were among the first to design process-driven recovery systems in 2008, linking program functions into integrated platforms that replaced manual spreadsheets and paper files. In New York City's Build it Back program, we developed a closeout system that transformed 10,000 case files into structured, auditable records, which HUD highlighted as a best practice. In Louisiana's Hurricane Ida Disaster Case Management Program, we managed a system of record that integrated four vendors, supported more than 16,000 applicants, and included modules for case tracking, invoicing, and timekeeping. In Houston and Harris County, we supported the Texas General Land Office by designing workflows and technical specifications for housing recovery construction management systems, ensuring accurate reporting into DRGR and integration with state financial systems. Across these efforts, H2Bravo has consistently delivered systems that embed compliance, drive action, and equip leadership with data-rich reporting to manage risk and performance.

KEY PERSONNEL RESUMES FOR TASK 16

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CHAD HERNDON

Head of Construction Management and Chief Technology Officer



27 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- FEMA Programs
- Data Management
- Database Development
- Construction Management
- Contractor Interface
- Storm Damage Assessments
- Cost Estimating
- Feasibility Analysis
- Architectural Design
- Benefit-Cost Analysis

Education

- B.B.A., Business Administration and Marketing, Northeast Louisiana University, 1999
- U.S. Army Command and General Staff College, Ft. Leavenworth, KS, 2009

Employment History

- H2Bravo, LLC, 2013–Present
- URS Corporation, 2006–2013
- U.S. Army, 2004–2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 27 years of experience managing the development, delivery, and construction of disaster recovery programs.
- Has unique skills and knowledge of developing data management systems that are used for the case management and construction management aspects of disaster recovery programs.
- Managed over $2 billion in FEMA Sheltering and Temporary Essential Power (STEP) and CDBG Disaster Recovery (CDBG-DR) housing projects from program design through completion of construction.
- This effort included program design and guidelines that were translated into data management systems to assist with workflow and track all aspects of the project for client reporting.
- Oversaw development of a custom inspection app that was deployed to field staff and that integrated inspection findings directly into the project database.
- Retired as a Colonel in the Louisiana Army National Guard. Last assignment was Director of Strategic Plans. This involved planning all organizational strategic plans to include domestic emergency response operations. This includes close coordination with the State Office of Emergency Response as well as local representatives.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Program Construction Manager (2020 – present).

- Program construction management lead for the implementation of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for program design and leading the implementation and construction management for over $800M in repair and reconstruction of storm damaged homes.
- Key actions include damage assessments, scope of work development, builder assignments, progress, and final site inspections, pay application reviews, reporting and close-out.

Systems Development Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments—H2Bravo, Lafourche, LA, 2000–present

- Lead the development and implementation of inspection software and information management systems to support project call center and field inspection teams.
- Oversaw development of a custom inspection app that was deployed to field staff and integrated inspection findings directly into the project database.
- Oversaw development of public-facing call center software to enable the team to schedule and complete more than 18,000 inspections in a three-month period.
- Used information to help the Parish Floodplain Manager and the building department to make substantial damage estimations to support proper repair and reconstruction recovery efforts.

Construction Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2016–2017

- Served as Construction Manager for the State of Texas' $230 million emergency housing repair and sheltering initiative following the flooding from Hurricane Harvey in August 2017.
- Managed and directed a 200+ person management team and 15 construction contractors to accomplish the construction on 17,000 homes in five months.

Construction Manager, Louisiana Shelter at Home (SAH) Program—H2Bravo, Baton Rouge, LA, 2016–2017

- Managed and oversaw a 200+ person management team and nine construction contractors representing 2,200 skilled and unskilled workers to accomplish the construction on 12,000 homes in four months.

Technical Advisor, NYC Mayor's Office of Housing Recovery Operations (HRO), Build it Back Program—H2Bravo, Brooklyn, NY, 2015–2016

- Served as technical advisor to the program and construction management teams for the $268 million Build It Back/Brooklyn CDBG-DR Hurricane Sandy Housing Recovery program.
- Developed inspection standards and construction scopes of work, and supported procurements, pricing, construction inspections, and all other construction administration program functions for more than 800 flooddamaged houses in Brooklyn, NY.

Project Team Lead, NYC HRO, Build It Back Program—H2Bravo, New York, NY, 2013–2016

- Led the project team during startup of the $1.3 billion CDBG-DR Build It Back Program for Hurricane Sandy.
- Developed operational design, environmental review process, inspection standards, quality assurance (QA) process, contractor procurement, and compliance monitoring.

Project Manager, Galveston County, GLO Homeowner Assistance Programs (HAP) for Southeast Texas, the City of Galveston, the Lower Rio Grande Valley and Bastrop—H2Bravo, Galveston, TX, 2013–2016

- Served as Project Manager for compliance monitoring of a $230 million CDBG-DR housing program with more than 1,400 structures being monitored for program compliance.

Technical Advisor, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, Long Island, NY, 2013–2015

- Served as technical advisor to the Construction Manager for the $800 million CDBG-DR Hurricane Sandy housing recovery program.
- Provided expertise and assistance with design and implementation of all aspects of damage assessment, scope of work development, pricing, and design for repair, elevation, or reconstruction of more than 4,000 single-family housing projects.

Project Manager, Southeast Texas Regional Planning Commission, Hurricane Ike Housing Recovery Program—URS, Southeast TX, 2012–2013

- Served as Project Manager for $95 million single-family housing recovery program and $190 million multi-family housing recovery program.
- Responsible for overall project direction, planning, data system development, client interface, and project controls for more than 1,900 single- and multi-family housing units.
- Oversaw program management design, supervised project team, reviewed and approved program policies, conducted project set-ups and contract closings, and oversaw construction management.

Project Manager, Texas GLO, Hurricane Ike Housing Recovery Programs—URS, Austin, TX, 2009–2013

- Served as Project Manager for over $500 million in CDBG-DR grants to repair, elevate, and reconstruct houses damaged from Hurricane Ike flooding.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of more than 4,000 rehabilitation and reconstruction projects.

Project Manager, City of Galveston, Hurricane Ike Housing Construction Program—URS, Galveston, TX, 2009–2011

- Served as Project Manager for the takeover of a failed $167 million housing construction program from a previous consultant.
- Led the scope, schedule, and budget of the project from operational planning and program design through construction implementation and completion of rehabilitation and reconstruction projects.

Project Manager, New Orleans Charity Hospital Mitigation and Relocation—URS, New Orleans, LA, 2006–2011

- Served as key manager in securing over $500 million in FEMA funds to relocate and rebuild the medical center.
- Led project team during field assessments to record missing storm damages for all 23 buildings on LSU Medical Center campus.

H2BRAVO

REID BRUCE, J.D.

Program Manager



15 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- Intake and Eligibility
- Processing
- Call Center Management
- Policy Development
- Compliance Monitoring
- Anti-Fraud, Waste, & Abuse
- Duplication of Benefits
- Federal Grant Administration
- FEMA Housing Programs
- FEMA STEP Program
- HUD Community Development Block Grant (CDBG) Programs

Education

- J.D., University of Mississippi, Oxford, MS, 2002
- B.A., Sociology, Millsaps College, Jackson, MS, 1999

Employment History

- H2Bravo, LLC, 2013-Present
- URS Corporation, 2011-2013
- Horne LLP, 2009-2011

Licenses

- Law License, Mississippi

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than 15 years of program management and grant management experience with FEMA disaster recovery and HUD CDBG programs.
- Extensive experience working in many of the country's largest and most complicated post-disaster housing programs, to include FEMA assistance programs and disaster case management.
- Develops efficient and cost-effective disaster recovery programs by incorporating best practices and lessons learned from other jurisdictions.
- Contributed to processes that have become industry standards, such as HUD-accepted methods of calculating duplication of benefits and reimbursement, valuations of completed permanent repairs, construction pricing, procurement of construction contractors, and methods of ensuring effective construction contractor performance.
- Works with grantees nationwide to develop innovative processes and incorporate new technologies into disaster recovery programs.
- Practiced law and specialized in complex housing, insurance, and construction fraud litigation.

PAST AND PRESENT PROJECTS

Program Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022-Present

- Responsible for the design of the State of Louisiana's innovative disaster case management program that was created in response to Hurricane Ida.
- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources. This unified system also tracked all case manager time, firm

billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- Reid and the H2Bravo team worked extensively with GOHSEP leadership to develop unique solutions to the problems that presented themselves after Ida, such as assisting the state with transitioning survivors from travel trailers that were used as non-congregate shelters due to the Covid pandemic.

Policy Advisor, New York City (NYC) Mayor's Office of Housing Recovery Operations, Build it Back Program Closeout – H2Bravo, New York, NY 2022-Present

- Assisted the City with developing closeout policies and procedures to close out approximately $2.2B in grant funding for one of the most complex housing disaster recovery projects in the nation.
- Worked with City leadership to analyze expenditures and documentation to protect the City's federal grant funding for Hurricane Sandy.
- Assisted with the development of a closeout review and documentation system that HUD has recognized as a nationwide best practice.

Project Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – Baton Rouge, LA, 2021-2022

- Provided program management for Lafourche Parish's FEMA-PA funded program to inspect 17,000+ homes and businesses that are located in the 100-year floodplain after Hurricane Ida to determine if those structures were substantially damaged.
- Tasks included managing call center operations, developing the overall architecture for the database used for both property-owner interactions and inspections and providing overall program design services for H2Bravo's prime contractor.
- Mr. Bruce also worked directly with various stakeholders to manage and refine multiple data sets relating to property owners, and directly with the subcontractor that was tasked with performing inspections to ensure that the program was designed in a manner that facilitated performing hundreds of inspections per day to meet the client's FEMA-mandated deadlines.

Policy and Compliance Advisor, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, 2020-Present

- Worked with H2Bravo's program manager and H2Bravo's prime contractor to address many of the complex issues that are present in the City of Houston and Harris County, including the presence of hundreds of Homeowner's Associations, Civic Clubs and other entities with individualized planning and building requirements, that impacted design and construction timelines.
- Mr. Bruce also worked to develop innovative procedures that captured lessons learned and best practices in an effort to streamline program delivery while ensuring compliance with the Texas General Land Office's program guidelines and HUD requirements.

Program Manager, GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Houston, TX, 2018–2019

- Developed the policies and processes for implementation of the State of Texas' $100 million CDBG-DR–funded program to provide reimbursement to homeowners for out-of-pocket home repair expenses related to Hurricane Harvey.
- Managed the back-office H2Bravo team that was responsible for eligibility reviews, verification of benefits, duplication of benefits, reimbursement determinations, and environmental reviews.
- Helped the Texas GLO to develop more effective ways to process reimbursement applications while maintaining compliance with federal requirements, which shortened the program's overall duration by more than a year.

Program Manager, Texas GLO, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Houston, TX, 2017–2018

- Managed call center and case management operations for the PREPS Program, including the development of outreach strategies and processes that were used to contact more than 80,000 impacted applicants who were potentially eligible for PREPS assistance.
- Developed case management tools and protocols for applicant engagement and education, complaints management, and inspection scheduling.
- Developed a unique system for tracking and reporting issues that allowed applicant issues to be escalated, resolved, and communicated.
- Provided internal compliance oversight for the PREPS Program, including drafting Program standard operating guidelines and forms, and internal monitoring of compliance with program rules and FEMA regulations.

Policy Advisor, New York City (NYC) Department of Housing Preservation and Development (HPD), Hurricane Sandy Housing Acquisition Program—H2Bravo, New York, NY, 2015–2017

- Helped the NYC HPD to develop a unique and innovative acquisition for a redevelopment, buyout, and relocation incentives program that was focused on using various property purchase mechanisms to achieve long-term resilience goals in a dense urban environment.
- Developed disposition strategies and end-use methodologies that allowed for redevelopment of acquired properties and restricted redevelopment of buyout properties.
- Allowed for the responsible redevelopment of acquired properties where possible, so that future land use was not unduly restricted.
- Developed methods for providing additional grants to the owners of Sandy-impacted properties, which allowed owners to purchase new properties in NYC after selling their storm-impacted properties for either redevelopment or use as open space.
- Helped to create the Edgemere Hazard Mitigation Plan, which led to the acquisition and buyout of multiple properties in the Edgemere Urban Renewal Area.

Program Policy Manager, NYC Housing Recovery Office (HRO), CDBG Disaster Recovery—H2Bravo, New York, NY, 2013–2017

- Provided policy management and development, construction process development, HUD compliance, NEPA compliance, barrier identification and resolution, risk management, and strategic consulting for the City of New York's Housing Recovery Office.
- Provided regulatory compliance consulting services to the City of New York during the development and implementation of its CDBG-funded disaster recovery program.
- Worked closely with program leadership and staff in a dynamic and complex environment to identify and resolve complex regulatory issues involving the federal requirements inherent to CDBG-funded programs and their application within a dense urban environment.
- Helped the city's construction management teams to implement the city's unique repair and reconstruction program options.
- Overhauled the city's complex set of policies, procedures, and guidelines to allow the program to function more rapidly and cost-effectively.

Policy Manager, New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Housing Recovery Program—H2Bravo, New York, NY, 2013–2014

- Provided program policy and compliance consulting, HUD compliance analysis, and construction policy analysis for New York's CDBG-funded disaster recovery program.
- Helped subrecipient staff and contractors identify and anticipate long-term construction compliance and implementation issues for NY's innovative disaster recovery program.
- Helped design and implement damage assessment processes and advised subrecipients regarding CDBG and federal cross-cutting requirements.

Program Policy Manager, National Environmental Policy Act (NEPA), Elevation, and Stafford Act Compliance, Texas GLO, Multiple Regional Programs—URS, TX, 2011–2013

- Provided planning, project development, contractor management, oversight, and issues resolution for four stand-alone subrecipient programs.
- Worked with subrecipients, fair housing advocates, the GLO, and other stakeholders to design and perform needs assessments; draft program guidelines; and design the framework for delivering single-family, owner-occupied repair and reconstruction programs; single-family rental programs; homebuyer assistance programs; and the state of Texas' innovative homeowner opportunity voluntary relocation program.
- Worked to develop and implement a unique process for assigning construction contractors, which eliminated barriers and sped the reconstruction and repair of damaged residential structures.

Program Policy Manager, Texas GLO, Round 1 Single-Family Rehabilitation and Reconstruction Program—URS, Galveston, TX, 2012–2013

- Provided project management, contractor management, oversight, and issues resolution following the Texas GLO's assumption of management responsibilities for the City of Galveston's underperforming single-family repair and reconstruction program.
- Worked with stakeholders to facilitate the smooth transition from a subrecipient administered program to a state-run program, including the development of a state administered construction contractor pool, the transfer of construction oversight responsibilities, and the takeover of hundreds of incomplete construction projects.
- Worked with state and local officials to develop revised guidelines, policies, and procedures to facilitate successful completion of the program.

H2BRAVO

EMILY BATTS

Program Controls



11 YEARS OF EXPERIENCE

Areas of Expertise

- Program Controls
- Federal Grant Programs
- Budgeting
- Contract Management
- Cash Flow Projections & Analysis
- Invoicing
- Procurement
- Tracking Receivables
- Process Improvement
- Monitoring Support
- Expenditures Projections
- Power BI
- Tableau

Education

- BS, Small Business Management/HR,
- Southeastern University, 2008

Employment History

- H2Bravo, LLC, Project Manager, 2022 - Present
- Dow Chemical, Data Manager, 2017-2022
- AECOM, Project Controls, 2015-2017
- URS Corporation, Project Controls, 2012 - 2015
- Performance Contractors, Payroll, 2008-2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ 10 years of experience with program controls, for private and government funded projects.
- ✓ Responsibilities include providing cash flow reports to Project Managers, tracking change orders, invoicing, collecting aged receivables, and procurement of subcontractors.
- ✓ Has experience completing month-end reports with balance sheet reconciliations using reports obtained from SAP.
- ✓ Has software training for Power BI, SAP, and Microsoft Office accounting and program controls for FEMA and HUD CDBG-DR funded grant programs and private sector projects.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager – Houston, TX, 2022-Present

- Working with contractors on their invoices to make sure they meet GLO requirements.
- Helped implement changes to the draw process to get contractors paid sooner and reduce RFIs.
- Tracking Contractor draw submittals to make sure H2Bravo meets our 7 day turn around to GLO.
- Created tracking and ability to assign the responsibly party for RFIs.

Build it Back Program Closeout, Deputy PM – NY, NY, 2023-Present

- Working for the NYC Housing Recovery Office (HRO) executive management and staff on the close out of applicants from Hurricane Sandy Recovery Program.
- Responsible for assisting with the creation of a database and workflow for applicant close out. Including the mapping of HUD vouchers to individual contractor payments.

Dow Chemical – Dow Logistics Technology Center, Data Manager– Plaquemine, LA, 2017-2022

- Managed Budgeting and Forecasting data for all Logistic plants for Dow Chemical.
- Monitor all sites monthly to make sure they are staying within their budget for the year.
- Managed multiple Forecasting and budgeting Dashboards for Dow Leadership.
- Responsible for 11 sites rail invoicing.

- Assisted with data transfer, invoicing, new contracts when Logistics of rail and marine were sold for the 11 sites.
- Worked on Benchmark project for 2017 to 2020 visiting sites to help find areas to save money and increase production.
- We also would share technology between sites if it would be beneficial to their process.

Financial Analyst, AECOM, Louisiana Shelter at Home (SAH) Program, 2016 - 2017

- Assisted with the startup of Shelter at Home project.
- Participated in hiring temp staff and management of Case Managers.
- Responsible for project reports, and reporting on Subcontractors.
- Worked with the call center team to establish call logging protocals.
- Implemented tracking of calls and applications received each day to setup their call log.

AECOM, Armand Corporation, New York Governor's Office of Storm Recovery (GOSR), New York Rising Housing Recovery Program, Financial Analyst, 2015 - 2017

- Assisted with the Program financial controls and budgeting functions and financial data analysis and invoicing for the GOSR Program.
- Responsible for Project accounts receivable and accounts payable.
- Quarterly reporting on workforce to the State.

Project Controls, URS/AECOM, Texas General Land Office (GLO) Programs, 2013 - 2017

- Managed the project controls and budgeting functions including forecasting and financial data analysis and invoicing for the GLO Program.
- Performed data quality assurance reviews on program inspections to ensure the integrity of billings.
- Responsible for overall project financial management, including both accounts receivable and accounts payable.
- The Texas GLO programs included City of Galveston Round 1, Lower Rio Grande Valley Development Council (LRGVDC) Round 2, Souteast Texas Regional Planning Commission (SETX-RPC) and City of Galveston Round 2.

H2BRAVO

RYAN BRACH

Project Manager



4 YEARS OF EXPERIENCE

Areas of Expertise

- Program Management
- Call Center Management
- Policy Development
- Human Resources
- Finance
- Data Management

Education

- Masters of Business Administration, Loyola University, New Orleans, LA 2003
- Bachelors of Business Administration, Loyola University, New Orleans, LA 2000

Employment History

- H2Bravo, LLC, 2021–Present
- Rotolos Franchising, 2018–2021
- Beach Pizza Management, 2008–2018

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Brach has over a decade of experience with operations management, policy creation, human resources, strategic planning, and project oversight through his time in the restaurant industry.
- His experience as a C-level leader in the franchise industry and a multi-unit business owner lends itself to maximizing the resources and efficiency as a project manager for H2Bravo.

PAST AND PRESENT PROJECTS

Data, Reporting, and Finance Lead , Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- For this program, the state procured H2Bravo to act as a program manager to assist the state with managing four disaster case management firms that worked throughout the state with the unprecedented number of disaster survivors impacted by Hurricane Ida.
- For this program, H2Bravo designed a unique system that integrated all of the state's needs in one place, including providing a platform for case management and the coordination of hundreds of different disaster resources.
- This unified system also tracked all case manager time, firm billings, case manager productivity and program success metrics and it contained training materials, videos and standard operating procedures that were consolidated in a single platform.
- The Reporting Lead examines the data within the system of record and generates comprehensive reports, which serve as essential management tools for the case management firms. They take a proactive approach to analyzing the data, actively seeking out trends that reveal how cases are progressing through the process. Additionally, conducting quality control for each case to ensure accuracy, verifying that the correct information, and documentation is on file is a key to reporting accuracy.

Lafourche Parish Hurricane Ida Substantial Damage Assessments, Deputy Project Manager – Baton Rouge, LA, 2021.

- Managed the day-to day activities of a call center with regards to damaged homes in Lafourche Parish due to Hurricane Ida with a population of over 18,000 homes. The call center staff was tasked with researching applicant files,

calling homeowners for inspections, and actively managing the data collected throughout the process.
- Developed and implemented Standard Operating Procedures for research tasks including training, troubleshooting, and oversight.
- Assisted in quality controls and production management for call center staff.
- Tracked and managed staff payroll with regards to program budgets and efficiency.

H2BRAVO

ROSS WOODS

Project Manager

20 YEARS OF EXPERIENCE

Areas of Expertise

- Advanced proficiency in Microsoft Excel, MS Office Suite, Salesforce, Power BI, Visio, Microsoft Dynamics, Google Analytics, Smartsheet, and Quickbase
- Data management and Analytics, including proficiency with SQL, R, and Python
- User Acceptance Testing
- AI prompt engineering and API Implementation
- Project Management and Agile
- Methodologies
- Change Management
- Federal cross-cutting grant management & compliance (CDBG, CDBG-DR, CDBG-MIT, CPF, URA)

Education

- SMBA // Economic Development, Eastern University, St. Davids, PA, Graduated 2014
- BBA // Real Estate, University of Georgia, Athens, GA, Graduated 2006

Employment History

- Qualis Consulting, LLC, 2025
- GrantWorks, 2023-2025
- NYC Office of Technology and Innovation, 2021-2023
- NYC Mayor's Office of Housing Recovery Operations, 2019-2021
- Capital Access, Inc. 2014-2019
- HOPE worldwide 2009-2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ Proven leader in managing cross-functional teams and concurrent work streams to drive measurable results. Skilled in advancing tech adoption, boosting revenue, and streamlining operations.
- ✓ Passionate about leveraging tech-enabled solutions that create meaningful impact for clients and communities.

PAST AND PRESENT PROJECTS

Founder & Principal Consultant, Qualis Consulting LLC, Founded 2021, New York, NY, Apr 2025 – Present

- Lead a boutique consulting firm, delivering strategic, tech-enabled solutions to public, nonprofit, and private sector clients. Services include grant management, product development, and operational modernization.
- Partner with government agencies and nonprofits to design and implement compliant, high-impact programs
- Advise clients on business process reengineering and digital transformation strategies
- Cultivate a mission-driven, capacity-building approach centered on sustainable outcomes

Associate Vice President, Community Development, GrantWorks, New York, NY, Mar 2023 – Apr 2025

- Led strategic partnerships with local and state government agencies, nonprofit organizations, and private sector stakeholders to develop and implement largescale program solutions, including over $1 billion in active grant funds to drive sustainable community development, infrastructure, and housing initiatives across multiple regions
- Led UI redesign and implemented automation in GrantWorks' project management platform, enhancing user adoption and streamlining project tracking for 550+ projects across 250 clients
- Developed progress billing for administrative contract milestones, unlocking ~$3 million in billable revenue and accelerating billing timelines
- Designed initiatives to prioritize employee retention and increase opportunities for employee career advancement, overseeing 75+ staff members across six departmental divisions

- Conducted revenue projections analysis and overhauled billing structures, enabling accurate budget forecasting for $1 billion in active grant funds

Senior Program Manager, COVID-19 Technology Initiatives (Consultant), NYC Office of Technology and Innovation, New York, NY, Feb 2021 – Feb 2023

- Oversaw team of 25 providing program management and quality assurance for the VAX application on behalf of the NYC Office of Technology and Innovation Scaled VAX platform through 19 major releases to support over 50 public and private providers which administered 4.3 million COVID vaccines across 2,500 sites in under two years
- Led end-to-end provider management and support including onboarding, training, operations management, support, and reporting & analytics
- Coordinated across multiple city agencies, including City Hall, to execute evolving and emergent public health imperatives, including retooling the application to support the Monkeypox vaccine
- Led agency support and user acceptance testing for the NYC Emergency Housing Voucher Case Tracker, which integrates client referrals across 13 city agencies for tracking and reporting through voucher issuance

Associate Director, NYC Mayor's Office of Housing Recovery Operations, New York, NY, Feb 2019 – Feb 2021

- Ensured compliance with federal, state, and local regulations in the administration of the $2.2B CDBG-DR funded Build it Back (BIB) housing recovery program
- Oversaw organization-wide data management, analysis, and reporting
- Managed special projects including the City's acquisition or buyout of stormdamaged properties, complex Duplication of Benefits coordination, and closeout of the CDBG-DR grant

Consultant, Capital Access, Inc., New York, NY, Aug 2014 – Feb 2019

- Oversaw a portfolio of projects and client engagements in the role of relationship manager assisting clients with the development and implementation of strategic solutions
- Managed various cross-departmental work streams leading a project team of up to 13 members responsible to ensure applicant eligibility and non-duplication of benefits for over 1,500 homeowners served through BIB
- Proven ability to strategically identify insightful solutions to problems as evidenced by decreasing total applicant processing timeframe from 6 months down to 3 months for the $80M New York State Acquisition for Redevelopment program

National Field Director, HOPE worldwide, Wayne, PA, Jan 2009 – Oct 2013

- Led the retooling and rebranding of the AmeriCorps program into a workforce development program to equip 17- to 24-year-olds for careers in the nonprofit sector
- Oversaw a federally funded AmeriCorps program that engaged 150+ AmeriCorps members to serve 1,100 at-risk youth annually
- Responsible for drafting and allocating annual budget of $500K, grant compliance and reporting, marketing and program enrollment, and publicfacing program representation
- Created and facilitated the National Youth Advisory Council to encourage yearround local service with HOPE worldwide generating interest in AmeriCorps resulting in a 150% increase in program applications

H2BRAVO

DREW SWEET

QA Manager



16 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- Program Management
- Project Management
- Construction Management
- Contactor Interface
- Damage Assessments
- Cost Estimating
- Feasibilty Analysis
- Cost Benefit Analysis
- Data Management
- Residential Design
- Meeting Facilitation
- Public Meetings

Education

- B.A., English Literature, Wheaton College, 2003

Employment History

- H2Bravo, 2018 - Present
- The City of New York, Mayor's Office of Housing Recovery Operations 2014-2018
- TRF Development Partners, 2013

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Mr. Sweet is an experienced Project and Program Manager with over 10 years of experience in the construction industry, including over 4 years managing the development, delivery, and operations of disaster recovery programs.
- Mr. Sweet was a key manager for the construction operations for the NYC Build It Back Program, first managing the pre-construction services for over 12,000 storm damaged homes, then as Deputy Director, managing planning, environmental compliance, reimbursements, and technical services.
- His focus on process, design, construction and implementation, provides the leadership and skills necessary to manage multiple inspectors, architects, and construction contractors.
- He ensures that all aspects of the project plan are coordinated and executed to achieve timely progress and compliance with program requirements.
- With key capabilities in construction, project management, and issue resolution, he has the proven ability to accomplish complicated projects and deliver a quality product.

PAST AND PRESENT PROJECTS

GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Reporting and Change Order Manager, 2020 – present

- Responsible for tracking and reporting on building permit submittals and approvals and project progress tracking.
- Drew also coordinates with builders and the client on change orders, including reviewing builder justification documentation and preparing compliance documentation for change order expenditures.

Quality Assurance Manager, GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-Present

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing.
- After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs.
- The program will reimburse approximately 3,000 Texas Homeowners by early 2020. Mr. Sweet's skills and previous CDBG-DR experience were used to help design a successful program implementation approach. He manages the

quality assurance reviews, appeals, and duplication of benefits data for the program. He works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Texas General Land Office (GLO), Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2018

- The Partial Repair and Essential Power for Sheltering Program is a FEMA funded temporary sheltering program the State of Texas is successfully implementing after Hurricane Harvey hit in August 2017.
- The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- After joining the team mid-project, Mr. Sweet's experience was utilized by multiple groups on the PREPS program.
- He managed the IT team and assets, and performed quality control reviews of inspection documents and scope modification requests, identifying and addressing various risks and workflow inefficiencies.
- As the lead for program closeout, he managed staff roll-off, facility and equipment disposal, and data consolidation and turnover, ensuring the program was wrapped up quickly and efficiently.

Housing Recovery Operations, Build it Back Program, Deputy Director, Pre-Construction, Design & Technical Services – New York, NY, 1/17-3/18;

- Oversight of multiple teams focused on delivering all assessment, environmental and design requirements necessary to initiate CDBG-DR compliant rehabilitation, elevation and reconstruction of approximately 12,000 storm damaged homes in New York City. Key responsibilities included:
- Maintenance and revision of program construction standards and policies in compliance with NYC Building codes & the requirements of HUD for CDBG-DR programs, training of staff in the implementation of those standards and policies, and subsequent auditing and quality reviews of select construction scopes for adherence.
- Strategic planning to rebuild within complex logistical conditions including lack of street access, outdated and private infrastructure, and evaluation of alternative construction methods for cost, schedule, resiliency, efficiency and feasibility.
- Working with Legal and Policy teams to develop program policies for handling of conflicts regarding legality of existing buildings, units built contrary to Zoning and Building Code, and multiple other site specific conditions.
- Manage staff to evaluate proper construction pathways given site and building conditions

Housing Recovery Operations, Build it Back Program, Pre-construction Team Lead – New York, NY, 7/15-12/16;

- Managed both the pre-construction team and primary consultant contract, and was responsible for implementing policies and procedures and resolving issues pertaining to individual and multiple applicants. Key responsibilities included:
- Contract management for the primary $58.6M pre-construction services contract, including negotiation of a contract amendment and wholly new $3.5M contract, weekly and monthly progress meetings, establishing and adjusting performance goals, and monitoring production to improve performance and report delivery.
- Management of the production and quality control issues for all damage assessments, feasibility reports, appraisals, lead risk assessments, Tier II's and specialized environmental and engineering

reports, including identification of trends, deficiencies, and resolution of specific issues.
- Regular review of SOP's and necessary updates to SOP's and related documents, including apprising consultant of policy revisions, programmatic priorities, and revised guidance for DOB and FEMA on Substantial Damage and Substantial Improvement calculation methodology.
- Overall management of all preconstruction activities, including leading weekly team progress meetings, coordination with other team leads and other city agencies, forecasting and reporting completed and anticipated volume, and working with leadership and the policy team to create programs necessary to suit the evolving requirements.
- Creation of new programs and procedures to improve service to applicants including tailoring processes for new agency partners, the reimbursement of elevated and rebuilt homes, and addressing lead safe housing issues.

Housing Recovery Operations, Build it Back Program, Project Manager – New York, NY, 3/14-7/15:

- Created, implemented and executed policies and procedures for multiple special projects, and worked closely with assessment consultant to improve quality refine deliverables to meet evolving needs account for unanticipated in-field scenarios.
- Special projects included attached homes, homes over water, condos, multiple structure lots and various other non-traditional technical issues, including engaging multiple city agencies to correct map and database errors improve program delivery, and that hindered the program and negatively impacted both applicants and non-applicant residents alike, and working as liaison between consultants, IT and data teams to correct unique and systemic issues with third party and in-house generated data gaps and errors.
- Utilized experience in residential renovation, including framing, plumbing, electrical and finish work, to advise team members on residential-specific solutions, including anticipated scope and cost, and to evaluate rehabilitation scopes and damage assessments for thoroughness and unnecessary items.

TRF Development Partners – Consulting Project Manager, Baltimore, MD, 1/13-12/13;

- Established operations in a quickly expanding office while also managing the Design and Construction phases of residential rehabilitation and new construction projects, the rental maintenance staff, and working with neighborhood organizations.
- Managed completion of 21 renovation and new construction properties, design and construction of another 25 properties, and completed the design of 8 more, totaling more than 90,000 sq ft of finished space and over $8M in construction costs.
- Assessed, improved and streamlined the baseline scope, processes and documents in order to address numerous problems identified as recurrent in earlier projects.
- Leveled and assessed bids, and negotiated contracts for over 30 projects; managed contract adherence, invoicing and quality.

Jones Lang LaSalle Americas, Inc., Project Manager, Washington, DC, 3/07-7/11;

- Managed all phases of various Tenant Improvement projects, from programming and design through construction and closeout. Primary responsibilities included:
- Creating and managing complex scopes, schedules and budgets; and tracking and approving all costs, and development of design and installation requirements
- Managed over 20 projects in 5 states with costs in excess of $100M, and assisted in the management of an additional 7 projects exceeding $300M in project costs

H2BRAVO

HEATHER BROTHERS

Partner/Program Manager



23 YEARS OF EXPERIENCE

Areas of Expertise

- HUD CDBG Programs
- FEMA PA Program
- FEMA STEP Program
- Environmental Review
- Grant Administration
- Operational Planning
- Program Design
- Program Policy Development
- Contractor Management
- Construction Management
- Production Management
- Organizational Leadership
- Program Implementation
- Program Start-up

Education

- BS, Finance, Louisiana State University, 1999

Employment History

- H2Bravo, Project/Program Manager, 2017 - Present
- URS Corporation/AECOM, Project Manager 2010 - 2017
- URS Corporation, Project Controls – 2005 – 2010
- Lockwood, Andrews & Newman, Project Controls – 2002 – 2005

TECHNICAL AND FUNCTIONAL EXPERIENCE

- Senior Project Manager with expertise in implementing housing recovery programs with both FEMA PA and HUD CDBG-DR funds. Heather has excelled in this role since 2008, and her experience spans across several states including Texas, Mississippi, New Jersey, New York and Louisiana.
- Detail oriented and process driven project manager, with a rare and key ability to maintain a production-oriented focus to keep housing recovery programs moving forward and on schedule through mining and analyzing data to proactively identify and address issues and production chokepoints.
- Developed expertise through involvement and management of disaster recovery programs containing large-scale scattered site projects, multi-family housing, environmental review, policy development, program implementation, quality assurance, labor standards, fair housing and construction management.
- In addition to her proven ability to implement CDBG-DR projects, she has been instrumental in the development of these programs for sub-recipients, including the development of critical processes and removal of barriers to the successful delivery of funds to individual projects.
- Project Manager for several Disaster Recovery Housing Assistance Programs including Single Family Owner-Occupied, Single Family Rental, Multi-family Rental, and Slum and Blight Demolition.
- Heather is a critical resource due to her vast library of lessons learned and ability to identify opportunities for increased efficiency. Of note, one of Heather's $195M CDBG-DR housing projects endured a multiday audit with no findings and received praise from HUD.

PAST AND PRESENT PROJECTS

Texas General Land Office, GLO's Homeowner Assistance Program (HAP) in Houston and Harris County, Production Manager (2020 – present).

- Production manager for the construction management component of the state-run Homeowner Assistance Programs for the City of Houston and Harris County CDBG-DR grants.
- Responsible for day to day construction management operations, including contractor coordination, management of the contractor invoice review team, management of change orders, inspector coordination and issue resolution.

- Heather is also responsible for overall data management and reporting.

Production Manager, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program, Texas, 2019-2020

- The Homeowner Reimbursement Program is a HUD funded $100M housing program the State of Texas is successfully implementing. After Hurricane Harvey hit in August 2017, homeowners who made repairs to their homes using their own funds are eligible for reimbursement of the cost of those repairs. The program will reimburse approximately 3,000 Texas Homeowners by early 2020.
- Ms. Brothers' skills and previous CDBG-DR experience were used to help design a successful program implementation approach. She manages production of eligibility reviews, duplication of benefits reviews, reimbursement calculations and environmental reviews for the program. She works to ensure every application is processed accurately and as quickly as possible.

Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program, Texas, 2017-2018

- The Partial Repair and Essential Power for Sheltering Program was a FEMA funded temporary sheltering program the State of Texas is successfully implemented after Hurricane Harvey hit in August 2017. The program provided over 15,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their damaged homes.
- Ms. Brothers managed production of inspections and construction progress for the program. She worked to ensure every homeowner was served as quickly as possible. She also assisted in evaluating change orders, developing the program database, reviewing inspection documents, construction issue resolution, and resolving contractor and homeowner issues.

AECOM, Project Manager, 2010 – 2017

Operations Manager, State of Louisiana, Louisiana Shelter at Home (SAH) Program – August 2016 Floods, Louisiana, 2016-2017

- The Shelter at Home Program is a FEMA funded temporary sheltering program the State of Louisiana successfully implemented after the historic floods that hit in August 2016. The program provided over 10,000 households temporary repairs to their home, so they could shelter at home while they perform permanent repairs to their flood damaged homes.
- Ms. Brothers oversaw Case Management, Call Center and Production operations for this program. She worked successfully to ensure every application was properly evaluated and served as quickly and efficiently as possible. She also assisted the construction team in evaluating change orders, reviewing inspections documents, construction issue resolution, and contractor and homeowner issues.

Program Manager, Texas General Land Office (GLO) Lower Rio Grande Valley Development Council (LRGVDC), Hurricane Dolly Housing Round 2 Non-Rental, Rental Program, Texas, 2015-2017

- The HUD CDBG disaster recovery program consists of the construction or relocation of over 750 single family owner occupied homes, constructing 12 single family rental homes, 5 multi-family developments.

- The program team performed program development tasks, Notice of Funding Availability development, Fair Housing reviews, proposed site reviews, application intake, eligibility reviews, environmental reviews, housing quality inspections, damage inspections including scope development, house plan development including Section 504 requirements, construction inspection services, contractor management, labor standards oversite, draw requests processing, financial management, quality assurance and project closeout.

Program Manager, Texas General Land Office (GLO) City of Galveston, Hurricane Ike Housing Round 2 Non-Rental Program, Texas, 2015-2016

- The HUD CDBG disaster recovery program consists of the construction of over 300 single-family owner-occupied homes in the City of Galveston Ms. Brothers was responsible for directing the successful administration of this grant with financial, reporting, construction management and compliance oversight.
- Ms. Brothers' ability to notice barriers and develop processes to remove those barriers was instrumental to complete construction on some of the largest and most difficult rehabilitation projects in this program.
- The program team performed program development tasks, outreach, application intake, eligibility, environmental reviews, housing quality inspections, damage inspections, house plan development, coordination with state and local historical commissions, coordination with City of Galveston staff, construction inspection services, contractor management, draw request processing, financial management, quality assurance and are in the final stages of project closeout.

Program Manager, Texas General Land Office (GLO) South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Round 2 Non-Rental, Rental and Slum and Blight Program, Texas, 2012-2017

- The HUD CDBG disaster recovery program consists of construction of over 800 single family owned and occupied homes in Southeast Texas, relocation of 59 families to newly purchased homes, construction of 55 single family rental homes, 5 multi-family developments including over 450 public housing units, and demolition of over 500 blighted properties with funding over $195M.
- Ms. Brothers is responsible for directing the successful administration of this grant with financial responsibilities, reporting, implementation of AFFH requirements, construction management, and compliance oversight, from the development of program through construction of each home, multi-family development or demolition project.

City of Galveston Hurricane Ike, Round 1, Texas General Land Office – Environmental Manager, 2011 – 2013

Project Manager, South East Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Program Round 1, Texas, 2010-2012

- The HUD CDBG disaster recovery program consists of the construction of over 700 single family homes in southeast Texas.
- Ms. Brothers was responsible for leading the project, which included housing quality standards inspections, damage assessments, plan development, construction inspections and contractor management for single family homes.

- Ms. Brothers' process development skills were used to create efficient, organized approach to designing and constructing quality single family homes for qualified applicants of this program. The program delivered more than 700 professionally designed, sustainable housing projects.

Hurricane Katrina CBDG-DR Program, Mississippi Development Authority – Environmental Manager, 2008 - 2010

H2BRAVO

JENNIFER SMITH

Program Management Lead



13 YEARS OF EXPERIENCE

Areas of Expertise

- Disaster Recovery
- Program Management
- FEMA Programs
- Program Setup
- Data Management Systems
- Production Metrics
- Grant Administration
- Policy Development
- Contractor Management

Education

- B.S., Science, Louisiana State University, Health Science Center, Baton Rouge, LA, 2010

Employment History

- H2Bravo, LLC, 2017–Present
- AECOM, 2012–2017
- Baton Rouge General Medical Center, 2010–2012

TECHNICAL AND FUNCTIONAL EXPERIENCE

- More than ten years of experience with project operations, production, and oversight for federally funded housing recovery programs. This experience includes preparing staffing plans and work breakdown schedules, and process implementation.
- Knowledgeable about FEMA programs and disaster case management programs.
- Excels in management and quality assurance of data management systems, ensuring compliance with personally identifiable information (PII) requirements and correct organization of project files.
- Experienced with rapid start-up, helping establishing project teams and call centers within 48 hours of award.
- Ensures completion of work on schedule and within budget by analyzing workflow and setting schedules.
- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance for disaster recovery efforts related to Hurricanes Rita, Ike, and Dolly.

PAST AND PRESENT PROJECTS

Project Manager, Governor's Office of Homeland Security and Emergency Preparedness, Hurricane Ida Disaster Case Management Program – H2Bravo, Baton Rouge, LA, March 2022 – Present

- Provides programmatic oversight to all 4 case management firms.
- Responsible for day-to-day program operations and maintains close collaboration with the client, ensuring consistent updates on the operations of each case management firm.
- Manages the inspection process for the program and works to ensure every eligible home is inspected as quickly as possible.
- Collaborates with the client and all case management firms to come up with creative solutions for otherwise unsolvable cases.
- Develops policies and procedures in accordance with program guidelines and provides training to the case management firms ensuring all staff are operating within program guidelines.
- Develops logic for the system of record and provides training to all case management firms ensuring accurate use of the system.

- Responsible for overall data management and reviews all reporting for accuracy.
- Manages the daily production and quality controls of all tasks ensuring program goals are achieved.

Operations Manager, Lafourche Parish Hurricane Ida Substantial Damage Assessments – H2Bravo, Lafourche, LA, December 2021 – January 2022

- Provided management, direction, and oversight of the activities associated with all call center staff.
- Managed the day-to-day activities of the call center staff who were responsible for reviewing and researching applicant files as well as calling and scheduling substantial damage inspections.
- Developed policies and procedures in accordance with program guidelines and provided employee training to ensure all staff were operating within program guidelines.
- Managed the daily production and quality controls of all tasks ensuring program goals were achieved.

Project Manager, Office of Community Development, Restore Louisiana (RELA) – H2Bravo, Baton Rouge, LA February 2020 – September 2021

- Provided direction, management, and oversight of the activities associated with the Small Business Loan (SBA) reimbursement task.
- Worked with the team to developed eligibility criteria and process flow, reviewed eligibility data, provided oversight and guidance to staff completing the reviews.
- Managed applicant question and concerns, managed applicant appeals and made the final determination for these files.
- Worked with the client and construction team to resolve applicant concerns and addressed any additional requests from the applicant. Reviewed and reconciled programmatic data to ensure accuracy.

Eligibility Specialist, Texas General Land Office (GLO), GLO Hurricane Harvey Homeowner Reimbursement Program—H2Bravo, Austin, TX, 2019 – February 2020

- Ensured that applications met the criteria established by GLO before progressing through the Program.
- Reviewed applicants' initial submissions to the Program for items such as FEMA flood zones, HUD income levels, property ownership, and primary residence, and validates that submitted properties were damaged by Hurricane Harvey.
- Identified application deficiencies and worked with Program staff until applications are complete.
- Conducted quality control reviews of income to ensure accuracy and completeness, and reviewed receipts to determine expense eligibility.
- Worked with the Environmental Team reviewing Damage Repair Verifications (DRVs) to determine what proposed action is required before the application entered the Environmental Review Process.

IT Production Manager, Partial Repair and Essential Power for Sheltering (PREPS) Program—H2Bravo, Austin, TX, 2017–2018

- Helped to develop the data management system that guided applicants through the PREPS process, ensuring that all applicants met each necessary milestone through completion.

- Provided daily support to the Construction and Production Managers as needed for all aspects of the Program. These included applicant research and data analysis.

Deputy Program Manager, Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Shelter at Home (SAH) Program—AECOM, Baton Rouge, LA, 2016–2017

- Assisted the Program Manager as the team performed program management, outreach, intake, and eligibility determination, as well as site inspections and construction administration.
- Assisted in establishing the team and call center within 48 hours of award.

Production Manager, New York Governor's Office of Storm Recovery (NY GOSR), Special Services Block Grant (SSBG) Program—AECOM, New York, NY, 2015

- Responsible for the daily operation of the team. Coordinated and tracked team assignments and held the team to deadlines.
- Educated the team on project policies, procedures, and updates.
- Maintained the project standard operating procedures (SOPs) library; updated all documents as process workflow and implementation plans changed.
- Served as single point of contact for the back-house applicant analysis tasks, serving as liaison between field and office staff.
- Led a team of approximately 22 full-time employees.

Deputy Production Manager, NY GOSR, SSBG Program—AECOM, New York, NY, 2015

- Assisted the Production Manager manage the process flow and resolving inefficiencies.
- Coordinated team leads and hand-offs of applicants within the population, as the applications moved through multi-step task work streams.
- Managed the day-to-day tasks of in-house teams for document review and identification.
- Served as the point of contact between field operations and back-house operations.

Construction Production Supervisor, Texas GLO, Hurricanes Ike, Rita, and Dolly Disaster Recovery Programs—AECOM, Austin, TX, 2012–2015

- Provided full disaster recovery housing services in support of HUD CDBG-DR homeowner assistance efforts related to Hurricanes Rita, Ike, and Dolly.
- Responsible for day-to-day operation of the Plans and Specifications Team, ensuring that assignments moved through the production process and back to the field.

D. INTERNAL SYSTEMS FOR QUALITY ASSURANCE, REGULATORY COMPLIANCE AND PROJECT OVERSIGHT

H2Bravo manages contracts and staff augmentation assignments with the same discipline we apply to program delivery: structured oversight, embedded compliance, and continuous quality improvement. Our internal systems give the State full visibility into activities, ensure that every deliverable meets regulatory standards, and keep programs audit-ready from day one.

OVERSIGHT AND ACCOUNTABILITY

Kyndal Bruce will serve as the designated non-billable Project Manager, providing the State with a single point of contact. She will oversee daily operations, monitor deliverables, and coordinate resolution of issues. Each task area will be managed by a subject matter lead who brings direct expertise in policy, finance, monitoring, relocation, systems, or construction oversight, ensuring technical accuracy while maintaining accountability to the overall contract.

Our oversight structure includes a formal reporting cadence: weekly updates, monthly performance reports, and quarterly executive briefings. These will cover staffing levels, deliverable status, performance metrics, and emerging risks. In addition, dashboards will provide the State with real-time visibility into progress at both the task and contract levels.

QUALITY ASSURANCE FRAMEWORK

Quality assurance is built into every task order. Our oversight team conducts spot checks, sampling reviews, and management audits of files, invoices, and notices to confirm compliance with program requirements. Dashboards track error rates and corrective actions, creating early warnings when issues trend upward. When complaints, appeals, or monitoring findings arise, our QA overlay ensures prompt review, corrective guidance, and incorporation of lessons learned into updated workflows and SOPs.

This framework has been tested under pressure. In Louisiana's Hurricane Ida Disaster Case Management Program, our QA system reviewed more than 16,000 applicant case files across four vendors, reducing error rates while maintaining throughput. In Houston and Harris County, we applied the same approach to refine contractor oversight and invoice review, producing faster payment cycles and reducing financial errors.

COMPLIANCE INTEGRATION

H2Bravo treats compliance as an operational discipline, not a separate activity. Federal and state requirements are embedded directly into workflows through SOPs that define documentation standards, approval chains, and quality control gates. Tools such as eligibility checklists, duplication-of-benefits worksheets, invoice review forms, and monitoring templates are built into daily operations, so compliance is achieved as work is performed.

We maintain strict standards for conflict-of-interest disclosures, background checks, insurance coverage, and internal controls consistent with large-scale federal grant management. Our staff are trained to

operate within the Uniform Guidance at 2 CFR 200, HUD's Community Planning and Development Monitoring Handbook, and FEMA and OIG protocols.

AUDIT AND MONITORING READINESS

H2Bravo has a proven record of success under audit and monitoring. In New York City's Build it Back Program, our team developed a closeout and audit readiness system that converted more than 20,000 case files into structured, auditable records. HUD later cited this model as a best practice. In Louisiana, our readiness protocols ensured that more than 16,000 files withstood FEMA monitoring without reconstruction. In Texas, we supported the General Land Office by reconciling findings and redesigning processes for housing programs under audit scrutiny, preventing repayment of funds and restoring compliance.

When findings occur, we work directly with state leadership to analyze issues, organize evidence, and design corrective action plans that are specific, measurable, and time bound. These actions are logged and tracked in a centralized system that gives leadership real-time visibility into progress and closure.

CONTINUOUS IMPROVEMENT

We treat every engagement as an opportunity to improve systems. Periodic internal reviews mirror HUD, FEMA, and OIG monitoring protocols, allowing us to identify gaps early, issue corrective guidance, and update SOPs and training. Joint contract performance reviews with the State are scheduled to evaluate successes, challenges, and opportunities for improvement. Lessons learned are incorporated into revised procedures and tools, ensuring programs remain efficient, responsive, and defensible under audit.

PROVEN MODEL

Our integrated oversight, QA, and compliance systems give the State more than staff capacity. They provide a structured framework that ensures accountability, strengthens program performance, and maintains audit-ready documentation throughout the life of the contract. By combining experienced leadership, embedded compliance, and continuous quality improvement, H2Bravo delivers programs that are not only fast and effective but also fully capable of withstanding the highest levels of state and federal scrutiny.

E. STAFFING CAPACITY AND APPROACH TO ASSIGNMENTS & ALIGNMENT OF STAFF TO THE WORK TO BE PERFORMED

H2Bravo utilizes a staffing model that delivers immediate availability of experienced professionals, the ability to scale rapidly for short-term surges, and the structure to sustain long-term assignments with consistent quality. This capacity is reinforced by a deep bench of subject matter experts and a national network of specialist partners who can be mobilized quickly for specialized needs.

Our core team is available now because we have recently successfully completed several large assignments and retained personnel who are prepared to transition to this contract. This ensures the State will receive highly qualified staff who are deployment-ready without delay.

For short-term surge requirements, H2Bravo has repeatedly demonstrated the ability to mobilize at scale under compressed timelines. During Louisiana's Shelter at Home Program, our team and partners deployed more than 1,500 personnel within weeks, restoring 10,627 homes to habitable condition in just 90 days. In Texas, during the PREPS program, we managed 2,500 field workers, completing repairs on 16,000 homes in eight months, with peaks of 250 homes repaired per day. These experiences confirm our ability to surge staffing to meet urgent housing needs.

For long-term assignments, H2Bravo builds modular staffing teams that can expand as program demand increases. Each team is led by a task-specific subject matter expert who ensures that staff output aligns with policies, procedures, and compliance standards. This structure allows us to maintain continuity and accountability even as we scale.

APPROACH TO LOCAL HIRING AND A LOCAL PRESENCE

For management positions that require a lengthy or permanent presence in the State, H2Bravo routinely deploys its staff for extended engagements and will do so for this project. For non-management positions that require a permanent presence, H2Bravo intends to hire locally. We believe local hiring is critical to the success of recovery programs. It brings personnel who understand the communities they serve, strengthens communication with applicants, and provides the State with a workforce invested in long-term outcomes. Hiring locally also supports the broader recovery mission by creating jobs and building capacity within disaster-impacted areas.

In addition, H2Bravo is committed to meeting HUD's Section 3 requirements by prioritizing employment and contracting opportunities for low- and moderate-income residents whenever possible. Our approach ensures that local staff are trained in federal compliance requirements while benefiting from the oversight and mentorship of our experienced program managers. This balance of national expertise and local presence allows us to deliver programs that are efficient, compliant, and responsive to the needs of North Carolina communities.

RECRUITMENT AND ONBOARDING

H2Bravo maintains a pre-vetted pool of professionals with backgrounds in CDBG-DR and FEMA housing programs. All staff have been personally interviewed and found to meet our operational needs and client

opportunities. Our recruitment process focuses on technical expertise and compliance knowledge. Before deployment, every staff member undergoes background checks, conflict-of-interest screening, and credential verification. Orientation sessions cover program rules, State policies, and file readiness standards so that staff are effective from the first day of assignment.

ROLES AND RESPONSIBILITIES

Staff deployed under this contract will serve in functions aligned to the tasks identified in the Technical Approach. Roles will include policy and procedure specialists, financial analysts, monitoring and QA personnel, appeals reviewers, relocation specialists, technical systems analysts, and field construction reviewers. Each role will be tied to defined deliverables and quality standards. Task leads will conduct regular reviews of staff output, and issues will be escalated promptly through the management chain to ensure resolution.

ALIGNMENT OF STAFF WITH PROPOSED WORK

Staffing under this contract will be aligned directly to the tasks in our Technical Approach:

- Policy and Procedure Development will be supported by senior policy specialists who have authored CDBG-DR manuals now recognized nationally as best practice.
- Financial Compliance and Oversight will be staffed by financial analysts, fraud prevention specialists, and monitoring experts, including individuals who have led state monitoring and audit divisions.
- Claims, Appeals, and Case Reviews will be supported by case reviewers trained in standardized procedures, escalation protocols, and audit-ready documentation practices.
- Program Performance Monitoring will be staffed with compliance analysts and data specialists who design dashboards and reporting tools that highlight risks and track throughput.
- Audit Readiness will be staffed by monitoring experts who have overseen corrective action processes and prepared files for HUD, FEMA, and Inspector General review.
- Technical and Engineering Support for Single-Family Housing will be delivered by inspectors and construction QA personnel who specialize in reviewing damage assessments, validating scopes and cost estimates, and conducting spot-check inspections.
- Relocation (URA and TRA) Support will be led by staff who have designed and managed relocation programs in New York, Texas, and Louisiana.
- Technical Systems Specification and Project Management will be staffed by systems analysts and project managers who have designed process-driven recovery platforms since 2008 and are now integrating AI-based solutions.

INTEGRATION WITH STATE SYSTEMS

H2Bravo understands that staff augmentation must integrate seamlessly with the State's structures. Our personnel will work within the State's systems of record, policies, and management framework, while also bringing proven tools and templates that enhance efficiency and compliance. Task leads will provide weekly performance updates to the State, supported by dashboards and issue logs that create transparency and accountability.

OVERSIGHT AND ACCOUNTABILITY

Overall accountability will rest with Kyndal Bruce, our designated non-billable Project Manager. She will serve as the primary point of contact with the State, ensuring alignment with priorities and oversight of all assigned personnel. Under her leadership, task leads will manage functional areas, enforce quality standards, and provide the State with consistent visibility into staff performance.

Through this staffing plan, H2Bravo ensures that the State receives staff who are not only qualified to perform the work but also supported by a management structure that enforces quality and compliance. This combination of strong oversight, surge capacity, and subject matter expertise gives the State confidence that all assigned personnel will deliver results consistent with federal requirements and program goals.



5
ATTACHMENTS

H2BRAVO

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**

H2Bravo would like to perform work on the following tasks: 1,2,5,8,10,11,13,16

Vendor: H2Bravo, LLC

Attachment A: Task Order Categories & Pricing

Title	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
Task 1: Development of Policies, Procedures, and Standard Operating Procedures (SOPs)			
Policy & Program Design Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Monitoring/Compliance & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Policy Specialist	$ 160.00	$ 160.00	$ 160.00
Financial Controls & Systems Integration Specialist	$ 160.00	$ 160.00	$ 160.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 2: Financial Compliance, Oversight and Fraud Prevention			
Monitoring/Compliance & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Sr. Financial Management & DRGR Reporting Expert	$ 175.00	$ 175.00	$ 175.00
Program Controls - Financial & Data Specialists	$ 160.00	$ 160.00	$ 160.00
Monitoring Design & Audit Response Specialist	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 5: Claims, Appeals, and Case Reviews			
Policy Development & Case Management Oversight Lead	$ 175.00	$ 175.00	$ 175.00
Policy & Program Design Lead	$ 190.00	$ 190.00	$ 190.00
Program Controls - Financial & Data Specialists	$ 160.00	$ 160.00	$ 160.00
Construction Appeals & Exceptions Specialist	$ 160.00	$ 160.00	$ 160.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00

Vendor: H2Bravo, LLC

Attachment A: Task Order Categories & Pricing

Title	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
Task 8: Program Performance Monitoring and Evaluation			
Lead Program Performance Monitor	$ 175.00	$ 175.00	$ 175.00
Performance Metrics & Systems Integration Specialist	$ 160.00	$ 160.00	$ 160.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Compliance Monitoring and Oversight	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 10: Audit Readiness and Monitoring Support			
Closeout & Audit Readiness System Design Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Advisor - CDBG Housing Programs Advisor	$ 175.00	$ 175.00	$ 175.00
Monitoring & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Readiness Tools & Training Specialist	$ 165.00	$ 165.00	$ 165.00
Monitoring Design & Audit Response Specialist	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 11: Technical and Engineering Support for Infrastructure and Housing Projects			
Program Construction Inspection & Contractor Oversight Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Technical Support Lead - Construction	$ 160.00	$ 160.00	$ 160.00
Inspections & Cost Estimating Specialist	$ 155.00	$ 155.00	$ 155.00
Monitoring & Quality Assurance Specialists	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00

Vendor: H2Bravo, LLC

Attachment A: Task Order Categories & Pricing

Title	Year 1 Hourly Rate	Year 2 Hourly Rate	Year 3 Hourly Rate
Task 13: Relocation Program (URA and TRA) Development and Compliance Support			
Policy & Program Design Lead	$ 190.00	$ 190.00	$ 190.00
Sr. Advisor - Relocation Compliance Specialist	$ 175.00	$ 175.00	$ 175.00
Monitoring & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Construction Oversight Specialist	$ 160.00	$ 160.00	$ 160.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00
Task 16: Technical Systems Specification and Project Management			
Closeout System Design Specialist & Operations Lead	$ 190.00	$ 190.00	$ 190.00
Data Analysis & Workflow Design Specialist	$ 160.00	$ 160.00	$ 160.00
Project Management & Systems Integrations Specialist	$ 175.00	$ 175.00	$ 175.00
Monitoring/Compliance & Quality Assurance Lead	$ 175.00	$ 175.00	$ 175.00
Forms/Graphics Specialist	$ 135.00	$ 135.00	$ 135.00
Reporting Analyst	$ 115.00	$ 115.00	$ 115.00
Administration	$ 75.00	$ 75.00	$ 75.00

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:

1. North Carolina
2. Louisiana
3. Texas

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**

North Carolina
Department of Administration
Office for Historically Underutilized Businesses

Pamela B. Cashwell
Secretary

Alicia Lyon
Interim Director

4/8/2025

Kyndal Bruce

Certification Number: HUB-4023747
H2bravo, LLC (Female Owned)
1509 Highland Road, Suite 100
Baton Rouge, Louisiana 70802

Dear Kyndal Bruce:

The Office for Historically Underutilized Businesses (HUB Office) is pleased to inform you that your company is now certified as a Historically Underutilized Business. Your firm is listed in the Statewide Uniform Certification (SWUC) Program database. This HUB certification remains in effect for a duration of 4 years.

You must notify the HUB Office in writing within 30 days of any changes affecting your compliance with SWUC Program eligibility requirements, including changes in ownership, day-to-day management and operational control. Failure to notify the HUB Office of these changes or reapply for certification in a timely manner may cause your HUB Certification to be revoked. In addition, please be advised your status may be changed if there is a 3rd party challenge granted against your firm. The link to the HUB Office 3rd party challenge form can be located at https://files.nc.gov/ncdoa/documents/ThirdpartyEligibilityChallengerev080811.pdf . All information submitted to the Office for Historically Underutilized Business is subject to audit and review.

The HUB Office collaborates with local Minority/Women/Small Business (M/W/SBE) Offices who offer assistance to certified HUB firms with identifying contract opportunities with state and local government. Many of these offices also offer assistance with business development. Please visit our website at https://ncadmin.nc.gov/businesses/historically-underutilized-businesses-hub to locate the local office near you.

It is important to note that although your status as a certified HUB firm greatly improves your access to state and local government contracts, this certification does not guarantee contract awards. Your ability to research opportunities and bid competitively will be important to your success in this program. We are committed to assisting you through the process. We provide ongoing assistance to help you navigate state government contracting along with Business Development and Supportive Services to assist you in developing strategies to meet your business goals and objectives.

Thank you for your interest and participation in the SWUC Program as a Historically Underutilized Business firm with the State of North Carolina.

Sincerely,

[redacted]

Alicia Lyon
Interim
Director

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, H2Bravo, LLC, 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.

[redacted]

Signature of Vendor's Authorized Official

Kyndal Bruce, Managing Partner & CEO

Name and Title of Vendor's Authorized Official

08.25.25

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-lll-72020-pdf/open. If applicable, download and attach the completed form with Vendor's response to this Solicitation.

H2Bravo has no lobbying activities to disclose.

[redacted]

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:	New York City Mayor's Office of Housing Recovery (HRO)
Program:	Build It Back Program Closeout
Brief Description of Services Rendered:	**(January 2023 – July 2025):** H2Bravo served as the prime contractor providing program management and closeout services for New York City's Build It Back Program, funded by HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) following Hurricane Sandy. The engagement focused on completing the closeout of the single-family reconstruction, repair, and reimbursement components. H2Bravo designed and deployed the database used by the City to manage the closeout effort, giving HRO a centralized system for tracking compliance and resolving outstanding case issues. Using this platform, the team conducted comprehensive file reviews, performed risk assessments to identify cases requiring deeper analysis, and established standardized protocols to ensure every file met HUD compliance requirements. Our staff carried out detailed closeout reviews across thousands of projects, addressing missing documentation, verifying financial records, and preparing compliance narratives for complex cases. The team linked tens of thousands of individual expenditures to HUD draws and contractor payments, creating a transparent audit trail that stands up to federal oversight. This effort ensured that New York City's $2.2 billion recovery program concluded with a fully documented, compliant, and auditable record. The Build It Back Closeout project was one of the nation's largest CDBG-DR closeout undertakings, and H2Bravo's leadership was instrumental in safeguarding federal funds, supporting the City's final reporting to HUD, and closing the program successfully.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 2	
Client Name:	U.S. Department of Housing and Urban Development (HUD)
Program:	Technical Assistance to CDBG-DR and CDBG-MIT Grantees
Brief Description of Services Rendered:	**(2019 – Present):** H2Bravo served as a subcontractor to a national HUD Technical Assistance (TA) vendor, providing targeted support to state and local governments administering Community Development Block Grant – Disaster Recovery (CDBG-DR) and Community Development Block Grant – Mitigation (CDBG-MIT) programs. Through this engagement, our team delivered subject matter expertise, training, and hands-on technical assistance to grantees managing billions in federal disaster recovery allocations. Our responsibilities included drafting and refining program policies and procedures, advising on compliance requirements, and helping grantees translate HUD guidance into operationally workable housing, infrastructure, and mitigation programs. In California, H2Bravo assisted the Department of Housing and Community Development (HCD) with CDBG-DR program design following catastrophic wildfires. Our team developed guidance to address some of the unique situations that the state encountered involving mobile homes, duplication of benefits issues relating to fire insurance, and issues relating to contractor capacity and contractor procurement. In San Marcos, Texas, H2Bravo supported the City's CDBG-DR housing recovery programs after major floods. We provided guidance on homeowner reimbursement and reconstruction models, designed intake and eligibility procedures, and helped implement compliance documentation standards that allowed a smaller jurisdiction to deliver recovery programs effectively. In Alaska, H2Bravo provided technical assistance to grantees addressing recovery from earthquake impacts. We supported program design and compliance strategies for housing and infrastructure activities, ensuring alignment with both HUD and state requirements in a geographically dispersed and logistically challenging environment. Through these engagements, H2Bravo strengthened the capacity of diverse grantees across the nation to operate federally compliant recovery and mitigation programs. Our contributions as a HUD TA subcontractor advanced HUD's mission to ensure that disaster recovery resources were delivered efficiently and with strong accountability for federal funds.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 3	
Client Name:	Texas General Land Office (GLO)
Program:	Hurricane Harvey Homeowner Assistance Program (HAP) – City of Houston
Brief Description of Services Rendered:	**(November 2020 – Present)** H2Bravo served as subcontractor providing construction management and inspection services for the State-Run Homeowner Assistance Program (HAP) in Houston following Hurricane Harvey. The program was funded by HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) allocation and designed to repair, reconstruct, or elevate storm-damaged homes. Our role included overseeing initial damage assessments and feasibility reviews, developing scopes of work, and coordinating with contractors to resolve construction issues. H2Bravo deployed inspectors to perform construction progress inspections, confirm completion milestones, and review contractor invoices to ensure compliance with federal requirements and to support payment processing. Quality assurance and quality control overlays were applied at each step to maintain compliance with HUD and GLO policies. Through this effort, H2Bravo contributed to the completion of thousands of homeowner projects. Our work helped Houston residents return to safe, resilient housing while ensuring that program expenditures remained compliant and audit ready.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 4	
Client Name:	Texas General Land Office (GLO)
Program:	Hurricane Harvey Homeowner Assistance Program (HAP) – Harris County
Brief Description of Services Rendered:	**(November 2020 – Present)** H2Bravo also supported the State-Run Homeowner Assistance Program (HAP) in Harris County, Texas, as a subcontractor leading inspection and construction management efforts. Like the Houston program, Harris County's effort was funded by HUD CDBG-DR resources and aimed to restore and improve storm-damaged housing stock through repair and reconstruction assistance. H2Bravo provided end-to-end construction management services, including damage assessments, feasibility reviews, and development of scopes of work. Our team performed construction inspections throughout the build process, monitored contractor performance, and reviewed invoices for accuracy and compliance before approval for payment. These services were reinforced by quality assurance and quality control processes to mitigate compliance risks and safeguard federal funds. The Harris County HAP, supported by H2Bravo, achieved major production milestones with hundreds of homes repaired or reconstructed. By maintaining a consistent production rate and resolving construction and documentation issues in real time, H2Bravo played a critical role in delivering assistance efficiently and ensuring that families could safely return to their homes.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 5	
Client Name:	Texas General Land Office (GLO)
Program:	Resilient Communities Program (RCP) and Local Hazard Mitigation Plans Program (LHMPP)
Brief Description of Services Rendered:	**(July 2021 – January 2024):** H2Bravo served as a subcontractor supporting the Texas General Land Office's (GLO) $150 million Resilient Communities Program and Local Hazard Mitigation Plans Program, both funded by HUD's Community Development Block Grant – Mitigation (CDBG-MIT). These programs were designed to strengthen community resilience, address long-term vulnerabilities, and reduce the impacts of future disasters across Texas. H2Bravo provided subject matter expertise during program design and rollout, contributing to the development of policies, procedures, and compliance frameworks that governed both programs. Our team supported the creation of standardized review processes for subrecipient applications, ensuring local governments submitted projects that aligned with HUD and FEMA requirements and advanced community resilience goals. In the Resilient Communities Program, H2Bravo's work enabled municipalities and counties to access funding for critical infrastructure projects, including stormwater drainage improvements, flood control systems, and protective barriers. In the Local Hazard Mitigation Plans Program, our staff assisted local governments in developing and updating FEMA-approved hazard mitigation plans, maintaining their eligibility for future federal disaster assistance and positioning them to access billions in post-disaster resources. Through detailed application reviews, direct technical assistance to subrecipients, and close coordination with ICF and GLO staff, H2Bravo helped ensure that dozens of Texas communities were able to secure mitigation funding, advance hazard mitigation planning, and implement infrastructure solutions that reduce long-term disaster risks

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 6	
Client Name:	New York City Mayor's Office of Housing Recovery (HRO)
Program:	Build It Back Program
Brief Description of Services Rendered:	**(March 2013 – December 2022):** H2Bravo served as a prime contractor to New York City's Mayor's Office of Housing Recovery for the Build It Back Program, funded by HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) following Hurricane Sandy. With a total allocation of $2.2 billion, Build It Back became one of the largest and most complex CDBG-DR housing recovery programs in the nation, offering assistance through homeowner reimbursement, repair, elevation, reconstruction, buyout, acquisition, and relocation services. H2Bravo played a central role in program design, financial management, and construction management. The team provided subject matter expertise in drafting policies and procedures, including program manuals for the single-family and multifamily programs, Uniform Relocation Act compliance, Temporary Relocation Assistance, and acquisition and buyout activities. H2Bravo supported multiple City agencies, including the Mayor's Office of Housing Recovery Operations, the Department of Housing Preservation and Development, and the Department of Design and Construction, in establishing frameworks that ensured compliance with HUD regulations while maintaining operational efficiency. Our financial management responsibilities included budget development, invoice reviews, audit support, and preparation of HUD draw packages. By implementing rigorous financial controls, H2Bravo safeguarded billions in federal funds while maintaining a consistent flow of resources to contractors and homeowners. On the construction side, H2Bravo deployed managers to support New York City's first design-build program, a unique initiative where three large construction management firms were engaged to accelerate repairs and reconstruction across thousands of homes. Our construction managers helped establish the procedures that guided this unprecedented delivery model and oversaw hundreds of individual projects through completion in dense urban neighborhoods with logistical and design challenges rarely encountered in disaster recovery programs. H2Bravo also led key innovations that became national models. Working with both the City and the State of New York, we developed the first HUD-funded homeowner reimbursement program in the country. This model replaced the inefficient review of tens of thousands of receipts with standardized onsite assessments of completed repairs, reducing administrative costs by millions, expediting payments to homeowners facing foreclosure, and ensuring reimbursement amounts were based on consistent, defensible pricing. The program also advanced long-term resiliency through initiatives such as the Resilient Edgemere Community Plan and targeted recovery projects in Sheepshead Bay Courts and Broad Channel, where H2Bravo coordinated complex home elevation and reconstruction efforts. Through these efforts, H2Bravo helped more than 20,000 households return to safe, resilient housing, established closeout protocols later cited by HUD as best practice, and delivered one of the nation's most ambitious housing recovery programs to a compliant and auditable conclusion.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 7	
Client Name:	Texas General Land Office (GLO)
Program:	Hurricane Harvey Homeowner Reimbursement Program (HRP)
Brief Description of Services Rendered:	**(December 2018 – July 2021)** H2Bravo served as a subcontractor to Workforce Group in supporting the Texas General Land Office's (GLO) $100 million Hurricane Harvey Homeowner Reimbursement Program, funded by HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR). The program was launched to provide financial relief to homeowners who had used personal funds to repair their homes following Hurricane Harvey, reimbursing eligible expenses and helping families recover financially while ensuring compliance with modern building standards and floodplain management rules. H2Bravo contributed program management, financial oversight, policy development, and compliance expertise throughout the program's lifecycle. Our team helped design policies and procedures for intake, eligibility determinations, and environmental reviews, ensuring that the program met HUD requirements and aligned with the GLO's broader recovery strategy. We supported application processing, performed quality control reviews to confirm accuracy and compliance, and developed closeout procedures to ensure each file could withstand audit scrutiny. The team also assisted with outreach, working to inform thousands of Texas homeowners of the program's availability and guiding applicants through complex documentation requirements. H2Bravo's quality assurance measures reduced error rates and appeals while ensuring timely reimbursement. The program successfully reimbursed thousands of homeowners across the state, delivering critical financial relief to families while protecting the integrity of federal funds. H2Bravo's leadership in financial management and compliance oversight helped the GLO and Workforce Group administer one of the first large-scale homeowner reimbursement programs in Texas, setting a precedent for future recovery programs nationwide.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 8	
Client Name:	Texas General Land Office (GLO)
Program:	Texas Back in Business Program
Brief Description of Services Rendered:	**(2019 – 2022)** H2Bravo, acting as a subcontractor to the State's program management vendor, supported the Texas General Land Office's (GLO) Texas Back in Business Program, a HUD CDBG-DR funded initiative created after Hurricane Harvey to provide economic redevelopment assistance to small businesses damaged by the storm. When the program experienced early challenges in delivering funds to applicants, the GLO engaged H2Bravo to assist the prime vendor with stabilizing operations and improving performance. H2Bravo began by conducting a comprehensive assessment of the program, identifying weaknesses, bottlenecks, and compliance risks that were preventing timely disbursement. Based on this review, we recommended a series of operational improvements, including strengthened policies and procedures and the adoption of a production management system to track workflow and ensure accountability. When the GLO reassigned the program to a new vendor, H2Bravo partnered with the incoming team to design and deploy a comprehensive program management system and implement the revised policies and procedures. This transformation turned the program around: the Texas Back in Business Program ultimately disbursed $89 million to 574 small businesses, supporting the creation or retention of 1,843 jobs in communities impacted by Hurricane Harvey. H2Bravo's leadership in program assessment, system design, and policy development enabled the State of Texas to convert a struggling initiative into a successful economic recovery program, ensuring compliance with HUD requirements while delivering meaningful assistance to small businesses across the disaster area.



6

FINANCIAL INFORMATION

H2BRAVO

Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

▶ Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
H2Bravo, LLC

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☐ S Corporation ☑ Partnership ☐ Trust/estate

☑ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ S

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
1509 Highland Road, Suite 100

Requester's name and address (optional)

6 City, state, and ZIP code
Baton Rouge, LA 70802

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number
[redacted]

or

Employer identification number
[redacted]

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here | **Signature of U.S. person** ▶ [redacted] **Date** ▶ 02.22.24

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, *later.*



7

CERTIFICATES OF INSURANCE

H2BRAVO

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 08/18/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Monique Manuel CIC, CISR
Brown & Brown Insurance Services, Inc. 400 East Kaliste Saloom Rd. Ste 1100 Lafayette LA 70508	PHONE (A/C, No, Ext): (225) 763-5600 FAX (A/C, No): E-MAIL ADDRESS: Monique.Manuel@bbrown.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Lloyd's of London	10335
INSURER B : Westfield Specialty Insurance Company	16992
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
H2 Bravo, LLC
1509 Highland Road
Baton Rouge LA 70802

COVERAGES **CERTIFICATE NUMBER:** 24-25 WC **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			CSIEL01778-00	11/15/2024	11/15/2025	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 100,000 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			CSIEL01778-00	11/15/2024	11/15/2025	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
A	[ ] UMBRELLA LIAB [X] OCCUR [X] EXCESS LIAB [ ] CLAIMS-MADE DED [ ] RETENTION $			CSIXEL00693-00	11/15/2024	11/15/2025	EACH OCCURRENCE AGGREGATE	$ 5,000,000 $ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N [ ] If yes, describe under DESCRIPTION OF OPERATIONS below	N / A					[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ $ $
B	Cyber Liability			24CY1-00004	11/15/2024	11/15/2025	Limit	$1,000,000

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

If required by written contract, Certificate holder is Additional Insured for General Liability and granted Waiver of Subrogation respects to General Liability policy.

CERTIFICATE HOLDER

State of North Carolina Department of Commerce
301 North Wilmington St.
Raleigh NC 27601

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE [redacted]

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
04/12/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER	CONTACT NAME: Marsh Affinity	
Marsh Affinity a division of Marsh USA LLC. PO BOX 14404 Des Moines, IA 50306-9686	PHONE (A/C, No, Ext): 800-743-8130	FAX (A/C, No):
	E-MAIL ADDRESS: ADPTotalSource@marsh.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : New Hampshire Insurance Co.	23841
INSURED	INSURER B :	
ADP TotalSource FL XIX, Inc. 5800 Windward Parkway Alpharetta, GA 30005 Alternate Employer: H2BRAVO, LLC 1509 HIGHLAND RDSTE 100 Baton Rouge, LA 708020000	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	☐ OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WC 063549979 LA	07/01/2025	07/01/2026	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ 2,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 2,000,000
							E.L. DISEASE - POLICY LIMIT	$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
All worksite employees working for H2BRAVO, LLC paid under ADP TOTALSOURCE, INC.'s payroll, are covered under the above stated policy. H2BRAVO, LLC is an alternate employer under this policy. Proprietor/Partner/Executive Officer/Member are not excluded as long as they are in the ADPTS payroll or have completed the SEI Participation Addendum.

CERTIFICATE HOLDER

H2BRAVO, LLC
1509 HIGHLAND RDSTE 100
Baton Rouge, LA 708020000

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE [redacted]

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