

Contract Award

Contract Number:	Doc1677946894
Contract Description:	Staff Augmentation
Vendor:	MB3 dba Civix

Task Order Categories Awarded:

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 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

STATE OF NORTH CAROLINA

Division of Community Revitalization (DCR)

Refer <u>ALL</u> inquiries regarding this RFP to: angela.dunaway@commerce.nc.gov	Request for Proposals # Doc1677946894
Using Agency: North Carolina Department of Commerce, Division of Community Revitalization	Proposals will be publicly opened: September 4, 2025, at 2:00 pm ET 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:		
MB3 Inc., DBA Civix		
STREET ADDRESS:	P.O. BOX:	ZIP:
3300 West Esplanade Avenue, Ste. 400		
CITY & STATE & ZIP:	TELEPHONE NUMBER:	TOLL FREE TEL. NO:
Metairie, LA 70002	(504) 304-2500	(800) 259-6192
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR:		FAX NUMBER:
Angele C. Romig, President		(504) 304-2525
VENDOR'S AUTHORIZED SIGNATURE:	DATE:	EMAIL:
	9/2/25	aromig@GoCivix.com

Proposal Number: Doc1677946894

Vendor: _____

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	Signed by: _____	Contract awarded this <u>19th</u> day of <u>December</u> , 2025, as indicated on the attached certification, by _____ (Authorized Representative of Department of Commerce).
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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): MB3 Inc., DBA Civix

Authorized Signature: 

Name and Title: Angele C. Romig, President

Date: December 5, 2025

MB3 Inc., DBA Civix**PRICING:**

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

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 1 - Development of Policies, Procedures, and Standard Operating Procedures (SOPs)			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
<i>Project Manager</i>	\$ 195.00	\$ 200.85	\$ 206.88
<i>Subject Matter Expert I</i>	\$ 245.00	\$ 252.35	\$ 259.92
<i>Technical Manager</i>	\$ 225.00	\$ 231.75	\$ 238.70
<i>Senior Grant Manager</i>	\$ 185.00	\$ 190.55	\$ 196.27
<i>Grant Manager</i>	\$ 155.00	\$ 159.65	\$ 164.44
<i>Grant Analyst</i>	\$ 120.00	\$ 123.60	\$ 127.31
<i>Senior Planner</i>	\$ 185.00	\$ 190.55	\$ 196.27
<i>Planner</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 2 - Financial Compliance, Oversight, and Fraud Prevention			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
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<i>Grant Manager</i>	\$ 155.00	\$ 159.65	\$ 164.44
<i>Grant Analyst</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 3 - Duplication of Benefits (DOB) Compliance			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
<i>Project Manager</i>	\$ 195.00	\$ 200.85	\$ 206.88
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<i>Grant Analyst</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 4 - Procurement Compliance and Monitoring			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
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<i>Grant Manager</i>	\$ 155.00	\$ 159.65	\$ 164.44
<i>Grant Analyst</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 5 - Claims, Appeals, and Case Reviews			
<i>Vendor to indicate All Position Title(s) HERE</i>			

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
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<i>Grant Analyst</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 6 - Action Plan Development and Amendments			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
<i>Project Manager</i>	\$ 195.00	\$ 200.85	\$ 206.88
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<i>Planner</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 7 - Needs Assessment, Market Analysis and Geospatial Support			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
<i>Project Manager</i>	\$ 195.00	\$ 200.85	\$ 206.88
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<i>Senior Planner</i>	\$ 185.00	\$ 190.55	\$ 196.27
<i>Planner</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 8 - Program Performance Monitoring and Evaluation			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
<i>Project Manager</i>	\$ 195.00	\$ 200.85	\$ 206.88
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<i>Senior Planner</i>	\$ 185.00	\$ 190.55	\$ 196.27
<i>Planner</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 9 - Civil Rights, Fair Housing, Labor Standards, and Historic Preservation			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
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<i>Planner</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 10 - Audit Readiness and Monitoring Support			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
<i>Project Manager</i>	\$ 195.00	\$ 200.85	\$ 206.88
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<i>Grant Manager</i>	\$ 155.00	\$ 159.65	\$ 164.44
<i>Grant Analyst</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 11 - Technical and Engineering Support for Infrastructure and Housing Projects			
<i>Vendor to indicate All Position Title(s) HERE</i>			
TASK 12 - Training, Technical Assistance, Capacity Building			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
<i>Project Manager</i>	\$ 195.00	\$ 200.85	\$ 206.88
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TASK 13 - Relocation Program (URA/TRA) Development and Compliance Support			
<i>Vendor to indicate All Position Title(s) HERE</i>			
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TASK 14 - Communication, Public Information, and Outreach Support			
<i>Vendor to indicate All Position Title(s) HERE</i>			

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
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TASK 15 - Grant Management			
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TASK 16 - Technical Systems Specification & Project Management			
<i>Vendor to indicate All Position Title(s) HERE</i>			
<i>Project Director</i>	\$ 280.00	\$ 288.40	\$ 297.05
<i>Project Manager</i>	\$ 195.00	\$ 200.85	\$ 206.88
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<i>Grant Analyst</i>	\$ 120.00	\$ 123.60	\$ 127.31
TASK 17 - Environmental Review*	UNIT COST	UNIT COST	UNIT COST
Initial Environmental Review:			
Exempt			
Categorically Excluded Not Subject to §58.5			
Categorically Excluded Subject to §58.5			
Environmental Assessment			
Environmental Impact Statements			
Reevaluation Environmental Review:			
Exempt			
Categorically Excluded Not Subject to §58.5			
Categorically Excluded Subject to §58.5			
Environmental Assessment			
Environmental Impact Statements			

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

*Exempt

*Categorically Excluded Not Subject to §58.5

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
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- *Categorically Excluded Subject to §58.5
- *Environmental Assessment
- *Environmental Impact Statements

September 11, 2025



Staff Augmentation Community Development Block Grant- Disaster Recovery Expert Administrative Support

STATE OF NORTH CAROLINA
DEPARTMENT OF COMMERCE
DIVISION OF COMMUNITY
REVITALIZATION

RESPONSE TO REQUEST FOR PROPOSAL NO. DOC1677946894

REDACTED COPY

PROPOSAL CONTACT

Angele C. Romig, President
aromig@GoCivix.com
Dir. 504.304.0725

ALTERNATIVE CONTACT

Ben Billings, Vice President
bbillings@GoCivix.com
Dir. 202.834.5328

SUBMITTED BY

Civix
3300 W. Esplanade Ave., Ste 400
Metairie, LA 70002

1. Title Page

Vendor's name, business address, and phone number

MB3 Inc., DBA Civix

3300 West Esplanade Avenue, Ste. 400, Metairie, LA 70002

(504) 304-2500

Name and title of authorized representative

Angele C. Romig, President

3300 West Esplanade Avenue, Ste. 400, Metairie, LA 70002

(504) 304-0725-D/(504) 452-1385-C

RFP Number

Doc1677946894

Disclosure - 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.

MB3 Inc., DBA Civix, and subcontractor Everblue, and its key personnel, affirms, there are no actual or potential conflicts of interest to disclose.



September 11, 2025

Ms. Angela Dunaway
DCR Procurement Director
State of North Carolina
Department of Commerce
Division of Community Revitalization

Dear Ms. Dunaway,

MB3 Inc., DBA Civix (Civix), is pleased to submit this proposal to provide Staff Augmentation Community Development Block Grant-Disaster Recovery (CDBG-DR) Expert Administrative Support for the State of North Carolina, Department of Commerce, Division of Community Revitalization (DCR). Civix is a professional firm committed to providing quality planning, management, and technical assistance services to public entities. We offer the DCR a diverse, multi-disciplinary team with decades of demonstrated experience providing the services outlined in the RFP to more than 30 states and hundreds of local governments, including within North Carolina.

With more than 46 years of large-scale project management experience and long-term customer relationships, we pride ourselves on providing exceptional grant and program management services that not only meet HUD requirements but also provide grantee staff with the tools they need to succeed after the contract ends. The Civix team has expertise across the spectrum of HUD grant programs, specializing in CDBG-DR funding.

We offer direct experience managing HUD recovery funding, as well as accomplished community planners that develop compliant and actionable planning documents and technology professionals skilled in the development and management of applications that support grant-funded efforts. We have a national perspective that has informed how we craft project plans and our technical approach, and we are committed to deploying best practices and innovative concepts in support of DCR in defining and achieving its recovery objectives.

If any additional information is required, please feel free to contact me at your convenience. For a more thorough listing of our firm's capabilities, please feel free to visit our corporate website at www.GoCivix.com.

Sincerely,

A black rectangular box redacting the signature of Angele C. Romig.

Angele C. Romig
President



2. Signed Execution Pages and Addenda

Civix submits the signed Execution Pages, Addenda, and RFP documents in their entirety in **Section 8** of this submittal.

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4. Narrative Response: Vendor Qualifications and Approach

4.1. EXPERIENCE

a. Experience with CDBG-DR programs – Include a brief history of the organization



MB3 Inc., DBA Civix (Civix), is a professional consulting firm with multi-disciplinary expertise in community development, federal grants management, program management, and planning. Our team has over 46 years of large-scale project management experience and is committed to providing our public and non-profit sector clients with exceptional technical assistance and the tools they need to succeed.

With approximately 300 employees, Civix has the expertise and capacity to provide a full range of administrative, programmatic, planning, and IT services related to disaster recovery initiatives, including project management, action plan development, public outreach campaigns, data gathering and analysis, program design and implementation, development of administrative and programmatic policies and procedures, staff training and capacity building, regulatory compliance, documentation and eligibility reviews, software development, preparation for monitoring visits from HUD and the OIG, ongoing technical assistance, reporting, and grant closeout. Civix's subject matter experts and grant managers have experience leading and supporting disaster recovery and resilience-building efforts in Louisiana, North Carolina, New York, New Jersey, Tennessee, Massachusetts, California, Virginia, Alabama, Texas, Florida, Oklahoma, Arkansas, Missouri, Michigan, Oregon, Nebraska, Puerto Rico, the U.S. Virgin Islands, and other locations around the United States.

The Civix team consists of professionals that have built an esteemed reputation as being innovative and results oriented. Our mission is simple and focused—to help clients realize positive change through grant and program management, training, and implementation assistance. Our people place a premium on balancing innovative ideas and meeting grant and program requirements.

This team is supported by a technology services backbone that provides GIS services, public portals, grant and program management tools, and reporting dashboards to help manage disaster recovery efforts more effectively. Our technology personnel have developed comprehensive data management solutions, grant management tools, and program management applications for multiple state and local governments.

Technology services include GIS, public portals, grant and program management tools, and reporting dashboards.

Adding to the disaster recovery practitioners and technology services innovators, Civix's team includes a group of community planning experts skilled in sustainable development, demographic analysis, and best practices on bringing equitable, catalytic change to communities recovering from disasters.

We leverage our firm's diverse skill sets to provide comprehensive and customizable solutions to clients. We provide resources that enable us to engage immediately in recovery efforts and offer capabilities for rebuilding safer, stronger, and more resilient communities. Understanding that natural disasters and the resulting recovery efforts can vary greatly in magnitude, we offer our services to clients in a manner that is scalable and consistently effective.

Subcontractor

everblue JCN Partners, Inc., dba Everblue, is a North Carolina-based consulting firm that has operated for over 15 years. Everblue is a veteran-owned, mission-driven small business with a staff of approximately 67 professionals across technology, program administration, workforce development and training, customer service, and energy efficiency sectors, including 25 in North Carolina. Headquartered in **Davidson, North Carolina**, Everblue was founded to provide agile, technology-forward solutions that help government agencies modernize outdated manual processes, particularly in the areas of program administration, workforce development, and grant management. Everblue also maintains North Carolina offices in Raleigh, Huntersville, and Holly Springs. Since 2008, Everblue has grown into a nationally recognized partner for public-sector clients, offering services that combine innovative software platforms with high-touch customer service and robust compliance support.



Figure 1: Everblue NC Office Locations

b. Experience with relevant policies and requirements - Relevant experience with HUD-funded programs (e.g., CDBG-DR, CDBG-MIT, HOME, ESG) or other disaster recovery work

Civix has direct experience implementing federal grant programs at the state, county, and municipal levels. Our team of experts provides end to end grant management services for state and local governments across the country, including action plan development, program development and implementation, monitoring and oversight, administration and management, and closeout support. Our team is well-versed in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements outlined in 2 CFR 200 and the specific requirements associated with each federal grant program.

We bring a wealth of knowledge in developing and implementing community development programs designed to serve the needs of the State of North Carolina. From direct management of federally funded grant programs – including CDBG, HOME, ESG, ARPA, and others – to strategic work on CDBG-DR allocations, and innovative planning and implementation of CDBG-NDR and CDBG-MIT grants, our team is committed to providing technical assistance that will provide the DCR with tools to implement federally funded projects and programs successfully.

- ✓ **CDBG-DR**
- ✓ **CDBG-MIT**
- ✓ **HOME**
- ✓ **ESG**
- ✓ **ARPA**
- ✓ **CDBG-NDR**

Beginning in the Spring of 2019, Civix was part of the team of consulting firms providing CDBG-DR and CDBG-MIT staff augmentation services to the North Carolina Office of Recovery and Resiliency (NCORR). Civix personnel supported the

areas of policy, planning, program development and implementation, quality assurance/quality control, data management, and reporting, among others. The Civix team worked closely with their state counterparts to assess ongoing program operations, develop policies, including a Section 3 Plan, outline the full Action Plan and develop an impact and unmet needs assessment related to Hurricane Florence, supported Action Plan Amendments associated with additional funding related to Hurricane Matthew, and supporting data and reporting needs across NCORR's programs.

Through our work as technical assistance providers under HUD's Community Compass program, our team has supported multiple grantees to establish grant and programmatic policies and procedures, design and launch programs, and build staff knowledge and capacity. As an example, our engagement with the Commonwealth of Puerto Rico began in 2018 as they developed their Action Plan (and Action Plan Amendments) in response to Hurricanes Maria and Irma. Over the years following, we assisted with program design and implementation, regulatory compliance, training and capacity building, and subrecipient capacity assessments, among other items. Our engagement with HUD as technical assistance providers expanded in 2020 to provide similar support to several new grantees receiving CDBG-DR and CDBG-Mitigation funds, and we are proud to continue serving as a trusted partner to multiple state and local recipients of CDBG-DR funding.

Beyond our work supporting HUD-funded recovery and resilience initiatives, we provide a full suite of grant administration and program management services to direct grantees and subrecipients of HUD annual formula grants. We have worked with the City of Greensboro, North Carolina dating back to 2018, supporting the City with the development of HUD-required planning and grant management efforts. Our work included the City's Affordable Housing Plan, Analysis of Impediments to Fair Housing, and Consolidated Plan, as well as providing regulatory compliance, data collection and analysis, and stakeholder and community outreach and engagement efforts.

Support to the City of Greensboro includes the development of HUD-required housing plans, updating a City housing plan and market analysis, and an updated SOP for housing funding management.

More recently, Civix kicked off an engagement in 2024 to develop new HUD-required housing plans, an update to a City housing plan and market analysis, and an updated set of Standard Operating Procedures (SOP) for housing funding management. Our team led updates to Greensboro's Consolidated Plan, Analysis of Impediments to Fair Housing Choice, and HousingGSO.

The concurrent housing planning processes involve extensive stakeholder consultation, relevant data analysis, and recommendations that are intended to

guide at least the next five years of housing strategy for the City of Greensboro. In addition to planning and analysis, Civix leveraged its extensive operational experience to develop updated SOPs for the City to guide the management of housing funding in compliance with federal regulations and create best practices for internal operations.

Other examples of our work include the City of Springfield, Massachusetts where we provided CDBG, CDBG-DR, CDBG-NDR, HOME, ESG and ARPA Technical Assistance; the City of Norfolk, Virginia's Department of Housing and Community Development for its CDBG,

HOME, and ESG grants, including the development of its Annual Action Plan, Analysis of Impediments, and program assessment and design for Renovate Norfolk, the City's Owner Occupied Housing Rehabilitation program. Civix's role included on-call technical assistance, program analysis and design, delivery of regulatory trainings, and regulatory compliance support.

Like our partnerships with Greensboro, Springfield, and Norfolk, we work directly with other grantees and subrecipients around the country to ensure their CDBG, HOME, and ESG programs meet the necessary regulatory requirements. We have created detailed work streams in coordination with myriad programs, which include a program assessment, program policy and procedures, intake form development, application priorities, and tools for effective program implementation.

To expand knowledge and capacity of grant administration and oversight, Civix develops and implements comprehensive technical assistance work plans for the lifecycle of the annual programs for grantee and subrecipient staff. The work plan ensures key components of the CDBG, HOME, and ESG annual cycles, along with critical cross cutting requirements, including Davis Bacon, Section 3, procurement, recordkeeping and closeout, are addressed to allow for strategic and effective uses of grant allocations. Civix has provided support and guidance in monitoring preparations and responses, updating grant administration policies for internal and subrecipient use, and supporting agencies to explore opportunities for greater collaboration with their partners. Civix also provided trainings for staff to build capacity and ensure compliance with HUD and cross-cutting requirements and leads the collection and analysis of data to enable efficient reporting processes for internal and external audiences as well as CAPERs.

Our team's expertise extends beyond HUD and to other federal agencies that provide funding for community development, recovery, and resilience initiatives to state and local agencies. Recent efforts have included design, management, and oversight of ARPA-funded programs ranging from state and local emergency rental assistance programs under the U.S. Treasury to serving as a HUD Technical Assistance provider to multiple HOME-ARP recipients around the country. Our work under ARPA initiatives included program design and implementation, Action Plan development, regulatory compliance, training and capacity building, outreach and engagement, and the establishment of administrative and programmatic policies and procedures.

Our team's expertise extends beyond HUD and to other federal agencies that provide funding for community development, recovery, and resilience initiatives to state and local agencies.

c. Years of experience in the business

As founded, GCR Inc. was incorporated in the State of Louisiana in 1979 as Gregory C. Rigamer & Associates, Inc. (dba GCR & Associates, Inc.) and operated under the same ownership for 32 years. On December 30, 2011, the majority interest of Gregory C. Rigamer & Associates, Inc. was acquired by GCR Acquisition Company LLC, which became the Parent Company of GCR Inc. Under GCR Acquisition Company LLC, MB3 Inc. and PCC Inc. were acquired in 2018 and 2016, respectively. On December 21, 2017, GCR Acquisition Company LLC ownership was transferred to Hammond, Kennedy, Whitney & Company, Inc. (HKW)



Capital Partners. MB3 Inc. and all subsidiaries were branded Civix to signal the unification of the companies and their shared mission, culture, and corporate identity.






Having led and supported recovery efforts for more nearly 20 years, Civix has a comprehensive understanding of CDBG-DR funding, as well as a multitude of other HUD grant programs and federal funding sources. Through direct client engagements and as technical assistance providers under HUD's Community Compass Program, our team has provided the full spectrum of CDBG-DR grant and program management services to state and local grantees. Our team's relevant work includes the full lifecycle of the grant process, from developing key planning documents, to program design, program implementation, monitoring and oversight, and closeout.







d. Examples of projects of similar type and size performed within the last five years (see Attachment H)

The Civix team provides projects that demonstrate our experience and expertise providing services similar to those outlined in the RFP. The following projects demonstrate the Civix team's work experience and illustrates our capacity and experience for the full breadth of services required in this RFP. Additional detailed project examples are included in **Attachment H in Section 6** of our submittal.

Table 1: Civix Relevant Project Experience

Project/Client	Tasks Performed
CDBG-DR Grant Management Services State of California Department of Housing and Community Development 	<ul style="list-style-type: none"> • State level CDBG-DR grant management services • Duplication of benefits technical assistance • Program design and development • Policies and procedures development • Data management and reporting • Fiscal controls and oversight • Action Plan development and maintenance • Subrecipient monitoring and technical assistance • Cross-cutting regulatory compliance • Staff Augmentation • System of Record
NC DCR Task Relevance: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15, 16	
CDBG-DR Grant Management and Monitoring Support Lee County, Florida Strategic Resources and Government Affairs 	<ul style="list-style-type: none"> • Grant management • CDBG-DR program and regulatory compliance • QA/QC reviews of programmatic operations and processes • Program and subrecipient monitoring • Technical assistance and training provider • Work plan development to ensure compliance • Risk assessment analysis
NC DCR Task Relevance: 1, 2, 3, 4, 8, 9, 10, 12, 15	
CDBG-DR Program Oversight and Monitoring and State of Florida	<ul style="list-style-type: none"> • CDBG-DR program and regulatory compliance • QA/QC reviews of programmatic operations and processes • Program and subrecipient monitoring • Technical assistance and training provider

Project/Client	Tasks Performed
Department of Commerce, Office of Long-Term Resiliency 	<ul style="list-style-type: none"> • Work plan development to ensure compliance • Program risk assessment analysis
NC DCR Task Relevance: 1, 2, 3, 4, 8, 9, 10, 12, 15	
Planning Services for Disaster Recovery CDBG-DR Grant City of Mobile, Alabama 	<ul style="list-style-type: none"> • CDBG-DR grant management • Technical writing • Community and stakeholder engagement • Program design and development • Action Plan development • Cross-cutting regulatory compliance • Demographic and service area analysis • Duplication of benefits review
NC DCR Task Relevance: 1, 2, 3, 6, 7, 8, 9, 10, 12, 14, 15	
Program Management for CDBG-DR Programs State of Texas General Land Office 	<ul style="list-style-type: none"> • Application intake and reviews • Eligibility and benefit determinations • Quality assurance/quality control • Policies and procedures development • Staff training and capacity building • Data gathering and analysis, and GIS support • Outreach and engagement • Section 3 Plan development
NC DCR Task Relevance: 1, 3, 5, 7	
CDBG-DR/MIT Staff Augmentation State of North Carolina Office of Recovery and Resiliency 	<ul style="list-style-type: none"> • Action Plan development for CDBG-DR and CDBG-MIT • Application intake and reviews • Eligibility and benefit determinations • Quality assurance/quality control • Policies and procedures development • Reporting & dashboard development • Compliance & monitoring • Quality Assurance/Quality Control • Staff training and capacity building • Data gathering, analysis, and GIS support • Outreach and engagement
NC DCR Task Relevance: 1, 6, 7, 8, 13, 15	
Disaster Recovery and Resilience Program Management Services State of Oregon Housing and Community Services 	<ul style="list-style-type: none"> • Policy and technical writing • Program and process design • Case Management support • Quality Assurance/Quality Control • Intake and eligibility file reviews • Program compliance
NC DCR Task Relevance: 1, 3, 5	
Local Recovery Plan and Capacity Building CDBG-DR Planning Services Baldwin County, Alabama	<ul style="list-style-type: none"> • Action Plan development • Data collection and analysis • Program design • Community engagement • Regulatory training • Compliance

Project/Client	Tasks Performed
	<ul style="list-style-type: none"> • Policy advisory services • HUD regulations • Technical assistance • Cross-cutting regulatory compliance
NC DCR Task Relevance: 1, 2, 3, 6, 7, 8, 9, 10, 12, 14, 15	
CDBG-DR Program Management Services St. Tammany Parish, Louisiana 	<ul style="list-style-type: none"> • CDBG-DR compliance and monitoring support across all activities • Audit preparations support • Action Plan amendments • Labor and wage compliance services in accordance with Davis-Bacon • Provide technical assistance to subrecipients to ensure compliance • Procurement and bid package reviews
NC DCR Task Relevance: 1, 2, 3, 4, 6, 7, 8, 10, 12, 14, 15	
CDBG-DR Action Plan Support Wayne County, Michigan 	<ul style="list-style-type: none"> • Action Plan development for CDBG-DR and CDBG-MIT • Staff training and capacity building • Data gathering, analysis, and GIS support • Outreach and engagement
NC DCR Task Relevance: 6, 7, 14	
CDBG-DR Action Plan Support State of Michigan Michigan Economic Development Corporation 	<ul style="list-style-type: none"> • Action Plan development for CDBG-DR and CDBG-MIT • Staff training and capacity building • Data gathering, analysis, and GIS support • Outreach and engagement
NC DCR Task Relevance: 6, 7, 14	
HUD Community Compass CDBG-DR/MIT Technical Assistance Commonwealth of Puerto Rico Department of Housing 	<ul style="list-style-type: none"> • Trainings and capacity building • Action Plan development • Grant set up and regulatory support • Program launch preparations • Grant management support • Regulatory trainings • Program implementation support
NC DCR Task Relevance: 1, 2, 3, 4, 6, 7, 8, 9, 10, 12, 15	
HUD Community Compass CDBG-DR Technical Assistance State of Arkansas Department of Housing & Urban Development 	<ul style="list-style-type: none"> • Project management and coordination • Action Plan development • Policy and procedure development • Grant set up and regulatory support • Program launch preparations and implementation support • Training and capacity building
NC DCR Task Relevance: 1, 2, 3, 4, 6, 7, 8, 9, 10, 12, 15	








Project/Client	Tasks Performed
Southwest Coastal Louisiana (SWCLA) Nonstructural Storm Damage Risk Reduction Project State of Louisiana Coastal Protection and Restoration Authority 	<ul style="list-style-type: none"> • Relocation assistance advisory services • Eligibility determinations and benefit calculations • Tenant coordination and temporary relocations • Relocation Assistance Plan formulation • Uniform Relocation Act certification and compliance
NC DCR Task Relevance: 1, 2, 3, 5, 13, 14, 15	
Data and GIS Consulting Services Houston Housing Authority 	<ul style="list-style-type: none"> • Geospatial data management • Data-driven housing planning • Public housing authority planning • Data gathering, analysis, and GIS support • Reporting & dashboard development • System integration & automation • Interactive map creation • Identifying Key Performance Indicators
NC DCR Task Relevance: 7, 8, 16	
Statewide Right of Way GIS Dataset Project State of Nevada Department of Transportation 	<ul style="list-style-type: none"> • Project Management • Data gathering, analysis, and GIS support • GIS application development • Reporting and map-centric dashboard development • System integration and automation • Data maintenance • Quality Assurance/Quality Control • Data migration
NC DCR Task Relevance: 7, 8, 16	
Restore Louisiana eGrants Restore 20, Restore 24 Homeowner Assistance Programs Louisiana Office of Technology Services / Office of Community Development 	<ul style="list-style-type: none"> • Program survey • Environmental review • Program application • Eligibility review • Damage assessment • Duplication of benefits • Automated verification processes • FEMA address matching • Award determination workflow • Contractor selection workflow • Grant agreement & execution • Supports multiple solutions for Reconstruction, Repair, Mobile Home Unit Repair, and Buyout • System of Record
NC DCR Task Relevance: 1, 3, 5, 8, 16	

Table 2: Everblue Relevant Projects

Project/Client	Tasks Performed
Home Energy Rebate Program	<ul style="list-style-type: none"> • Processed 70,000+ applications to date from NC residents with >99.9% accuracy rate • Deployed performance dashboards to track contractor performance, application status, and processing time

Project/Client	Tasks Performed
<p>State of North Carolina Department of Environmental Quality Development</p> 	<ul style="list-style-type: none"> • Design and deployment of a public-facing application portal • Contractor onboarding and training • Created bilingual customer support and mobile-optimized workflows • Reduced average application-to-payment time to under 10 business days • Quality Assurance checks and performance reviews to reallocate staffing • Assisting single family, multi-family, owner occupants, and renters
NC DCR Task Relevance: 1, 2, 3, 5, 8, 12, 14, 16	
<p>Weatherization Assistance Program</p> <p>State of North Carolina Department of Environmental Quality Development</p> 	<ul style="list-style-type: none"> • Assist low-income NC residents to improve sustainability and energy efficiency of their homes • Statewide technical assistance, program support, and data management • Manage contractor onboarding and training • Develop program documentation and standard operating procedures • Ensure data integrity across multiple reporting systems • Support implementation of quality assurance protocols • Technical support to state subgrantees • Compliance tracking with U.S. Department of Energy requirements
NC DCR Task Relevance: 1, 2, 3, 5, 8, 12, 14, 16	
<p>State Application and Dealer Certification System Overhaul</p> <p>State of North Carolina Department of Agriculture and Consumer Services</p> 	<ul style="list-style-type: none"> • Delivered system design, software configuration, and ongoing platform management—spanning online applications, examination modules, CEU tracking, fee processing, and credential verification • Developed customized dashboards for both applicants and program staff, integrated with legacy databases, and implemented security protocols aligned with NIST 800-53
NC DCR Task Relevance: 8, 16	

4.2. FIRM QUALIFICATIONS

a. Conformity with the specifications and ability to meet minimum requirements

The Civix team has a thorough understanding of the services requested in the RFP and affirms our ability and commitment to conform to the specifications and meet the minimum requirements. Civix offers decades of collective experience leading and supporting the full spectrum of activities related to CDBG-DR funding. We have worked as integral team members with state and local governments responsible for the full lifecycle of grant processes, authored compliant recovery plans, developed and implemented comprehensive grant administration manuals, successfully navigated HUD monitoring visits and HUD-OIG audits, designed, launched, and managed recovery programs of varied scales, and conducted extensive trainings on key administrative requirements. Our team is well-versed in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements outlined in 2 CFR 200 and the specific requirements associated with the CDBG-DR grant program and relevant federal guidance.

As part of our work as a HUD-certified technical assistance provider, Civix team members are developing national guidance on the rules and requirements outlined in the CDBG-DR Universal Notice.

Having led and supported recovery efforts for more nearly 20 years, Civix has a comprehensive understanding of CDBG-DR funding, as well as a multitude of other HUD grant programs and federal funding sources. Our team has provided the full spectrum of CDBG-DR grant and program management services to state and local grantees, with our relevant work including the full lifecycle of the grant process, from developing key planning documents, to program design, program implementation, monitoring and oversight, and closeout. In addition to our direct client engagements, Civix has acted as a trusted training and technical assistance provider under HUD's Community Compass Program to over a dozen seasoned and first-time CDBG-DR grantees.

The Civix teams brings an extensive experience working with state and local governments implementing CDBG-DR grants. We understand what is required of state level grantees to administer funding compliantly and efficiently while achieving critical recovery objectives. Our team has led and supported the design, implementation, and oversight of recovery programs of varied scale and complexity, including efforts to rebuild lost or damaged housing, repair or replace infrastructure, and restore local economies. We have administered the range of programs outlined in the state's Action Plan and have specific subject matter expertise in the identified activities.



Figure 2: Baldwin County, AL CDBG-DR Planning Charette

Financial Stability

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

MB3 Inc., DBA Civix has the financial resources to undertake significant assignments without risk or financial strain. For over four decades, we have enjoyed continuity in professional assignments, corporate management, and commercial success. Civix is a privately held business corporation and a Hammond, Kennedy, Whitney & Company, Inc. (HKW) portfolio-company that combines Civix's established leadership and track record for excellence with the added empowerment of HKW's financial and management strength. In addition to Civix's cash reserves, operational revenue, and HKW's financial support, Civix also has access to a revolving line of credit from our banking institution to sustain or expand operations and ensure financial stability and contract performance. This includes our ability to meet short-term and long-term obligations, debts, liabilities, payroll, and expenses.

MB3 Inc., DBA Civix submits copies of its 2024, 2023, and 2022 financial statements which include our income statement, cash flow statement and balance sheet for these 3 years as well as the most recent quarter of operations financials. Civix's financials are professionally prepared internally in accordance with Generally Accepted Accounting Principles as our Private Equity sponsor does not require audited financial statements at this time.

There are no liabilities or contingent liabilities that could affect our financial ability to perform this contract.

The data contained in this section is considered confidential and proprietary and therefore has been redacted.

c. Ability and capacity to perform the work

Our team has direct experience managing HUD recovery funding, as well as accomplished community planners that develop compliant and actionable HUD planning documents. As seen in the map (Figure 3), Civix's subject matter experts, planners, and grant managers have experience leading and supporting disaster recovery efforts in Louisiana, North Carolina, New York, New Jersey, Tennessee, Massachusetts, California, Virginia, Alabama, Texas, Florida, Oklahoma, Arkansas, Missouri, Nebraska, Puerto Rico, the U.S. Virgin Islands, and other locations around the United States. We have a national perspective that has informed how we craft project plans and our technical approach.

Our team has provided the full spectrum of grant management services to state and local grantees, including through the full lifecycle of the grant process, from developing key planning documents, to program design, program implementation, monitoring and oversight, and closeout. In addition to our direct client engagements, Civix has acted as a trusted training and technical assistance provider under HUD's Community Compass Program to over a dozen seasoned and first-time CDBG-DR grantees. Our team has presented at HUD's CDBG-DR Problem Solving Clinics in 2022, 2023, and 2024 as recognized subject matter experts.

Civix is committed to deploying best practices and strategic solutions to support the State of North Carolina and its impacted communities in defining and achieving its recovery objectives.

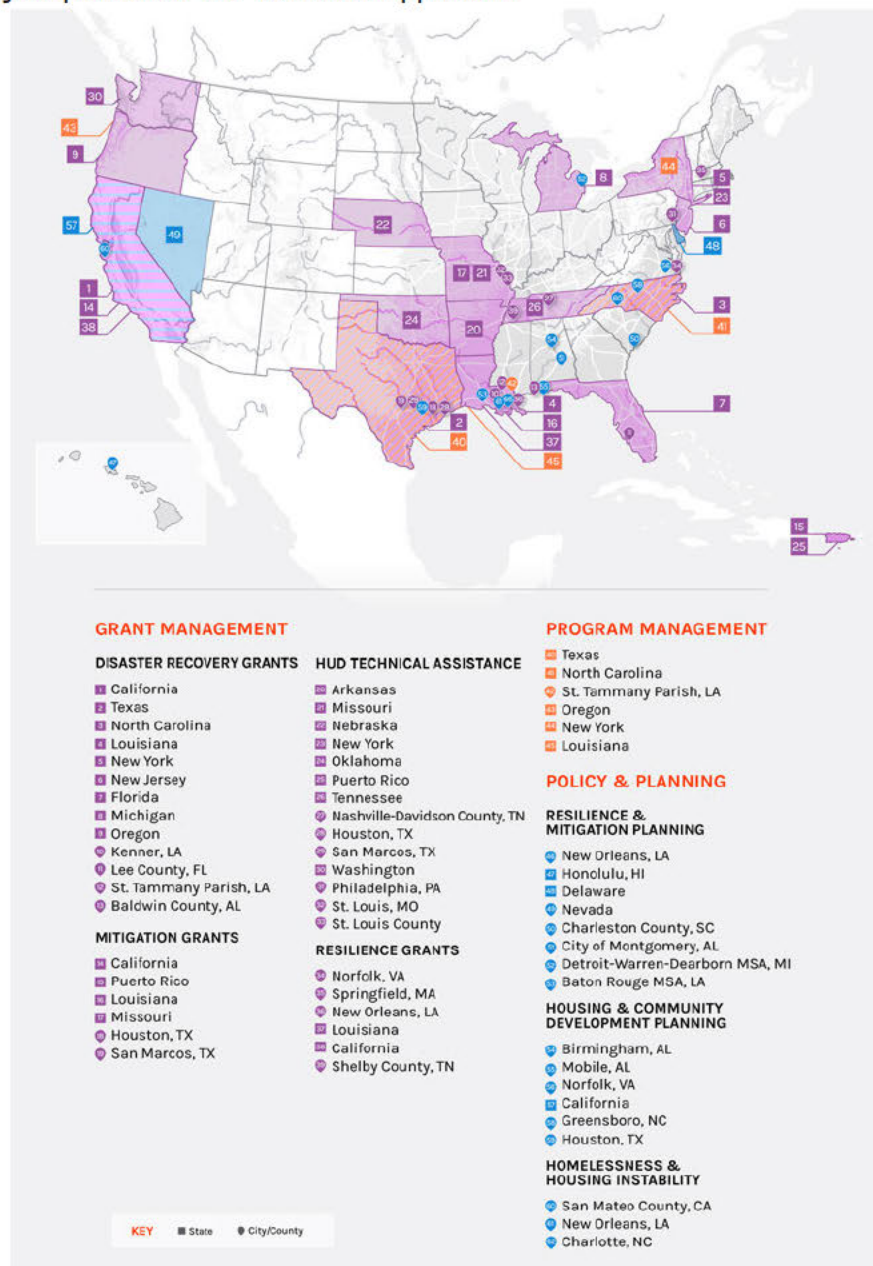


Figure 3: HUD State and Local Customers

4.3. PROPOSED METHODOLOGY AND TECHNICAL PROPOSAL

a. Staffing plan - The Vendor's approach to fulfilling task orders, including how qualified personnel will be identified and assigned. 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.

Civix's 46 years of experience providing consulting services to hundreds of state and local government agencies and our team of more than 300 professionals with a diverse array of interdisciplinary skills and experience, combined with our proven systems and management approach, imbue Civix with a robust capability to deliver the services described in the RFP across the **15 tasks to which we are responding**, for a variety of agencies, programs, and sectors throughout the State of North Carolina.

A primary benefit of our team's breadth of experience related to the administration of federally funded programs is that we bring proven methods and tested guidance associated with regulatory compliance across a wide spectrum of projects and programs related to housing, public safety, emergency management, resilience, transportation, energy, utilities, drainage, land management, and other civic functions. The Civix team has directly designed, managed, and provided hands-on support on HUD-funded single family and multi-family housing programs, non-federal share match programs, public facilities construction projects, economic development initiatives, planning processes, FEMA-funded projects for debris removal, emergency protective measures, repair and reconstruction of facilities and infrastructure, USACE-funded flood control, coastal protection and restoration, and navigable waterways projects, USDOT-funded highway construction, improvement, and maintenance projects, EPA-funded planning, grant management, and revolving loan fund programs, et al. The Civix team's direct knowledge and experience implementing dozens of federal programs for hundreds of state and local governments, our portfolio of technology solutions for government, and our understanding of the disaster recovery process, housing programs and strategies, infrastructure planning, design, and implementation set our team apart.

Our experience has shown us that the best projects may leverage multiple funding sources. We have administered both large-scale, statewide projects and small-scale, local initiatives with blended funding sources from multiple federal programs as well as state resources and private investment. We understand the ever-changing dynamics of these programs and emerging needs and are able to balance our experience with the agility to meet the changing needs of our government partners.

The Civix team brings key personnel and a deep, diverse bench of additional staff to deliver a multi-disciplinary group of professionals to support this engagement. As the prime contractor, Civix will lead the team and direct the subcontractor's efforts. Civix's Project Director and Project Manager will lead the development and execution of resource planning. Our approach is simple – to deliver the resources required to complete the project successfully and exceed DCR's expectations.

We will staff the project with key leads for organizational clarity and logistical ease, but those same leads can provide expertise and support across tasks. For example, our cross-

cutting SMEs have developed and implemented housing programs for buyouts and downpayment assistance; our Housings SMEs are procurement and fraud experts that can write policy and develop guidance; our Mitigation and Resilience SMEs will happily train subrecipients on the intricates of the Uniform Administrative Regulations at 2 CFR 200. Like most grantees, we also wear many hats.

Upon contract or task order execution award, we will deploy subject matter experts and support staff to work side-by-side with DCR personnel to fulfill the specified scope of services. We will present a staffing plan to DCR that aligns with our approach to delivering the scope of services, and we welcome feedback, particularly to ensure that we are leveraging existing resources and meet the needs of the forthcoming project schedule.

To fully deploy our capacity and expertise in service of DCR's recovery programs, our team will regularly connect to share updates and insights across leads, provide templates and best practices from other grantee engagements, and collaborate to refine policies, processes, and other deliverables to consider the use cases of the state and various subrecipients activities.

The staffing table below highlights key personnel that bring broad and specialized expertise relevant to the management, oversight, and operations of CDBG-DR grants and programs. Each task includes a lead staff member and support staff; however, in most instances, individual team members are able to support a wide range of CDBG-DR administrative and programmatic functions.

Table 3: Staffing Table

Tasks	Lead	Support
1 Development of Policies, Procedures, and SOPs	Rawleigh Greenhalgh	Susan Hale
2 Financial Compliance, Oversight, and Fraud Prevention	Jamiela Sekou	Traci Watts
3 DOB Compliance	Patrick Roberts	Erica Verma
4 Procurement Compliance and Monitoring	Lacey Sigmon	Keri Caillet
5 Claims, Appeals, and Case Reviews	Leigh Scudder	Sheryl Westbrook
6 Action Plan Development and Amendments	Nate Buckley	Michele Plaugic
7 Needs Assessments, Market Analysis, and GIS Support	Michele Plaugic	Mark Goetz Randy Brown
8 Program Performance Monitoring and Evaluation	Siera Singler	Kayla Lumpkin
9 Civil Rights, Fair Housing, Labor Standards, and Historic Preservation	Jared Lee	Patricia Weisner
10 Audit Readiness and Monitoring Support	Jared Lee	Brenda Wu
12 Training, Technical Assistance, and Capacity Building	Ella Landis	Megan Hruska Margeret Robinson
13 Relocation Program (URA/TRA) Development and Compliance Support	Hubert Graves	Jane Dufour Mona Nosari
14 Communication, Public Information, and Outreach Support	Jared Genova	Maggie Calmes Luke Gebhard
15 Grant Management	Angie Traill	Andrala Walker
16 Technical Systems Specifications and Project Management	Drew Petrillo	Monica Banks Scott Dillon Lucas Yanetsko

b. How Vendor will ensure quality and timely services - Internal systems for quality assurance, regulatory compliance, and project oversight

Quality Control

The Civix team has a thorough understanding of the services requested in the RFP. As a team with over 20 years of experience supporting the public sector and communities recovering from disasters, we have a track record of success working at all levels of governments to deploy recovery funds for housing, infrastructure, mitigation, planning, and other community development efforts compliantly and effectively. Our team includes subject matter and regulatory experts, planning professionals, program managers, and grant management practitioners who bring the knowledge, experience, and strategic approach DCR seeks to avoid pitfalls and build from best practices. Our team is prepared to partner with DCR across the full breadth of its recovery operations.

To ensure compliance with the requirements of the RFP and subsequent task orders, Civix monitors all personnel and work products through a defined project management approach, organized around the principles of quality assurance and quality control. Civix addresses quality assurance through standard operating procedures, training, and defined workflows. Quality control is exercised at multiple checkpoints to validate that deliverables are compliant with requirements, audit-quality, and complete before submission to the client. All staff must adhere strictly to the review steps in advancing and/or certifying project deliverables. Project leadership will identify quality control checkpoints for various tasks and deliverables in consultation with DCR to verify completeness, quality, documentation, and compliance.

In addition to our standard quality assurance and quality control measures, Civix designs and implements engagement-specific and customer-specific project controls protocols to facilitate consistent oversight and promote operational efficiency and transparency. Such protocols include establishing timelines, goals, and metrics along with the systems and processes to measure and track them over the duration of an engagement. We create project milestones and set regular meetings for the key Civix and DCR team members to ensure the team is meeting established goals or has determined where modifications must occur. We understand that part of the outcome of these tasks will include the prioritization of projects, and we are prepared to work with DCR to develop a plan to ensure that those programs and projects are set up from the outset with programmatic timelines, budget tracking, metrics, and milestones.

Furthermore, our team establishes electronic document storage systems and reporting structures that can grow as the programs develop. File structures align with administrative and programmatic requirements to facilitate efficient oversight and promote regulatory compliance. Where systems are already in place, our team works with customers to assess if changes or updates are needed to increase operational efficiency or meet applicable requirements and supports the implementation of such adjustments.

Tracking and reporting on timelines and metrics are an efficient and straightforward approach for assessing progress against grant and regulatory requirements and maintaining oversight over the full spectrum of grant operations. We leverage our subject matter expertise, data management and analysis capabilities, and third-party reporting tools (e.g., AWS QuickSight) to produce reports for use by agency leadership, program managers, or

other stakeholders. This structure meets management reporting needs, HUD required reporting (through DRGR and QPRs), as well as internal reporting and public facing reporting needs and requirements. As CDBG-DR programs are stood up, each program or administrative function will have a standard set of timelines, goals, performance metrics, and deliverables used to track implementation status and to roll up to key metrics, including program expenditures in the most impacted and distressed areas and tracking to the LMI overall benefit requirements.

In line with the importance of reporting to promote quality controls, oversight, and compliance, the Civix team brings a thorough understanding of HUD expectations with respect to records management. Key members of our team have worked for state and local programs administering federal recovery funds and offer invaluable perspective on the importance of consistent and accurate record keeping beginning on day one. We have led and supported the development and implementation of record keeping protocols at both state and local levels and we have provided training directly to grantees and their subrecipients on proper file creation and maintenance. We will partner with DCR to assess existing policies and meet the records management needs for the CDBG-DR grant, ensuring that clear, relevant guidance is provided to all parties.

c. How Vendor will ramp up services across the task order categories

Overview

As a corporate entity, Civix has established leadership, professional experience, and operational processes to direct and support work under future task orders. We have a proven record of quickly engaging on projects and partnering with our clients to optimize staffing levels over the duration of a project. Civix aligns staffing to tasks and deliverables to ensure that the right personnel are dedicated to each component of the engagement. This approach enables our team to ensure that tasks are completed, and deliverables are provided within the established timeline and budget. As with any project, the unexpected happens. Being prepared to respond based on experience and lessons learned enables Civix to address those issues in a timely manner and communicate effectively with our clients. A key measure of our client satisfaction comes from consistent client touch points, which includes regular meetings, methods of communication, identification of issues or challenges, suggested solutions to remedy those issues, and regular status updates with our clients.

Through consistent and effective communications and our knowledge of the full lifecycle of CDBG-DR grants, we are able to calibrate our services, personnel resources, and levels of effort to align with changing needs. Furthermore, as outlined below, we employ a structured, proven method for project management that ensures we are accounting for current needs while planning ahead for future needs.

Project Management

Civix has over 40 years of large-scale project management experience and long-term customer relationships. We have worked as integral team members with state and local governments responsible for the full lifecycle of grant processes. Our team brings a breadth of experience implementing the full spectrum of CDBG-DR activities:

- **Infrastructure:** oversight and support of improvements to critical capital infrastructure projects
- **Housing:** homeowner and rehabilitation or reconstruction, single family and multi-family new construction, first time homebuyer down payment assistance, rental assistance, relocation, and buyout
- **Economic Development:** assistance to small and micro business enterprises, workforce development, and job creation projects
- **Planning:** overall recovery plans, critical HUD planning documents such as Action Plans and Implementation Plans, fair housing plans, analysis of impediments, and climate action plans
- **Public Services:** public education services and critical community services
- **Mitigation/Resilience:** elevation, home hardening, hazard mitigation, and resilience projects

We have served in critical roles supporting project management of recovery programs across the county. Through these implementations, we have developed best practices for managing resources and efforts in partnership with customers. Our team is prepared to leverage that experience to meet the project implementation needs of the State of North Carolina.

Civix manages projects in close collaboration with the customer and in alignment across efforts and workstreams. As a typical approach, upon contract or task order execution, we work with the customer to set up an initial kickoff meeting to discuss timelines, establish priorities, and determine roles, responsibilities, and coordination points with appropriate personnel. Once those parameters are determined, we set up a recurring coordination call with key members from the Civix team and the customer. Typically, we set these meetings weekly and then assess as the project evolves how to manage the communication flow and need. These coordination calls not only serve as a mechanism to track critical task management, but also as a coordination point for the customer and Civix to discuss priorities and to address changing needs through the life of the project.

Our team provides a full project controls process that tracks each project or program's implementation schedule and provide updates to the customer to ensure they are aware of progress, changes in schedules, and implementation timelines. Our typical project management and client coordination approach includes the following components. We work with individual customers to determine the appropriate frequency and format(s) for recurring meetings and reporting.

- **Project kickoff presentation and meeting** – Develop a presentation, including initial project schedule and initial tasks for discussion with key project staff. This kickoff includes key members of the Civix team and customer staff.
- **Project management plan and schedule** – After completion of the project kickoff, we develop a project management plan and establish regular meetings with customer staff for project updates.
- **Monthly project status reporting** – Our team works with the customer to develop a monthly reporting template to communicate project updates, identify key policy issues, or highlight key decision points.

Setting up project controls and reporting mechanisms is critical for effective project management. Furthermore, it provides the foundation for scaling resources in alignment with defined services and to assess and deploy resources at the appropriate level(s) of effort.

Technical Approach

We are excited for the opportunity to support DCR across a broad range of services as it addresses the state's recovery needs. Presented below are brief overviews of our approach, capabilities, and experience specific to each task area and the associated deliverables noted in the RFP. Please see the team's resumes and project examples for further evidence of our relevant qualifications and expertise across the scope of services.

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

Our team has a comprehensive understanding of HUD's CDBG-DR programs. Through direct client engagements and as technical assistance providers under HUD's Community Compass Program, our team has provided the full spectrum of CDBG-DR program launch and grant management services to numerous state and local governments. Through this work, our team has emphasized the importance of having accurate, useable, effective, and impactful program policies and procedures. Not only do these documents serve as the playbook for the program, but it also provides the public, subrecipients, key stakeholders, and HUD the information needed to navigate recovery efforts.

Furthermore, these documents are the backbone of programs and what HUD uses as the basis for its monitoring efforts. HUD will hold the DCR responsible for implementing programs based on the established policies and procedures and our team is equipped to ensure alignment and compliance. The training and technical assistance provided by our team will enable DCR to be confident that subrecipients implementing programs or projects on behalf of the State are maintaining their own policies and procedures that meet the program level requirements.

In addition, the Civix team brings robust project controls support inclusive of effective and efficient records management. At the core of strong records management are clear, accurate, and effective policies and procedures. The policies and procedures, developed in close coordination with DCR personnel, include required program documents, key policies, and detailed procedures for implementing the programs for the State and its subrecipients.

Experience – Historically, our team begins most engagements with the development of an overall Grant Administration Manual, which lays out the foundational backbone for the grant

including all cross-cutting policies and procedures for the grant implementation. This document then fuels the development of the program manuals ensuring consistency across all manuals. The Civix team as written HUD approved manuals for single family housing, multi-family housing, buyout and acquisition programs, façade improvement/revitalization programs planning programs, economic development programs, infrastructure programs, including non-federal share match, and numerous public services programs. The breadth of our experience is unmatched. We are prepared to leverage our extensive library of policies and procedures as launch points for the State’s documents, effectively accelerating the timeline to program implementation.

As a measure of our team’s capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task.

State of California: Civix assisted the Department of Housing and Community Development (HCD) with the implementation of its CDBG-NDR, CDBG-DR and MIT grants from 2017-2024. Currently, we assist with the development of all policies and procedures, including those policies which include federal cross-cutting requirements. Through this engagement, our team has completed manuals for single family and multi-family housing (small rental and large-scale), infrastructure, public services, planning, and workforce development.

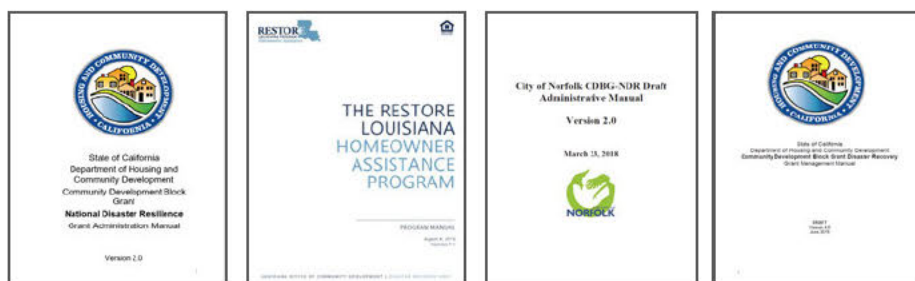


Figure 4: Program Policies and Procedures Manuals

HUD Technical Assistance: Civix supports multiple HUD TA clients. As part of these engagements, our team provides intense technical assistance to grantees all over the country to develop policies and procedures. Our team has supported the development of multi-family housing manuals in Arkansas, Housing Buyout manuals in St. Louis County, Infrastructure, and single family housing in Puerto Rico just to name a few.

Task 1 – Anticipated Deliverables

- Overall Grant Administration Manual which supports the overall administration of the grant
- 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

For this task, our team leans on a proven methodology for policy and procedure development. We fully understand that there is a finite time as required by the Universal Notice to develop policies and procedures. Therefore, our team works in a parallel manner on grant administration and program specific manuals.

Our team of subject matter experts work directly with the grant administrative team to develop the outline for the Grant Administration Manual. This builds from the documents provided for the Financial Certifications. The team creates an outline for cross cutting requirements that can be shared with the program teams for the program manual development. Once the first version of the Grant Administration Manual is drafted, the team provides the program teams with a set boilerplate of cross cutting policies to use and adapt to the respective programs.

Parallel to the development of the grant administration, our team of programmatic SMEs work directly with the program teams to outline the program manuals. Our team builds off our experience drafting manuals to ensure that program outlines contain all required elements as well as incorporate program specifics for the DCR programs. Once the initial outlines are set, the Civix team sets a timeline for each manual development which includes standard meeting times to review the manual. For these meetings, we use a policy decision matrix to track all policy issues and when decisions were made. This allows the teams to maintain a record of the initial policy decisions.

Finally, the Civix team fully understands that all policies and procedures are living documents and should change as programs evolve through implementation. Our team works with the grant administration and program teams to ensure that program updates and policy changes are tracked and develops a uniform process to update manuals on a regular cadence.

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.

Good financial management of recovery funds, like other Federal programs, is characterized by having the systems in place to use Federal funds effectively, efficiently, and transparently. This is accomplished by establishing procedures, methods, rules of conduct, and standards, rooted in uniform administrative requirements, including:

- Financial management standards including internal controls
- Cost principles and adherence to supporting documentation and record keeping requirements
- Financial reports and audit requirements

CDBG-DR grantees, such as DCR, must have clear and defined internal controls. Those controls are considered to include a combination of policies, procedures, job responsibilities, personnel, and records that together create accountability in an organization's financial system. Basic elements of accountability that illustrate compliant internal controls include:

- An organizational chart setting forth the actual lines of responsibility of personnel involved in financial transactions
- Written definition and delineation of duties among key personnel involved in financial transactions

- Written accounting policy and procedures manual that includes specific approval authority, procedures for recording of transactions, chart of accounts, and adequate separation of duties
- Procedures for regular reconciliation of financial records
- Rules of expenditure related to allowability costs and other program-related expenses
- Financial management system that provides accurate and complete financial information, records that identify the source and application of the grant funds, records that are supported by appropriate source documentation, and the system must have an identified procedure for recording all financial transactions

Experience – As a measure of our team’s capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task.

State of California: Civix assisted the California Department of Housing and Community Development with the development of its Financial Management policies for all grants from CDBG-NDR to the CDBG-DR and MIT grants from 2017-2024. Our team understands the applicable regulations and has worked with HCD to continue to adjust the financial management processes to adhere to the changing rules and requirements.

Baldwin County, Alabama: Baldwin County is a subrecipient to the State of Alabama for implementation of a 2020 CDBG-DR grant. As a first time grantee, Civix supported the development of financial management policies and procedures to ensure the County is prepared to implement the funds.

HUD Technical Assistance: Civix supports multiple HUD TA clients across the country in the launch of their CDBG-DR programs. As part of these engagements, our team provides intense technical assistance to grantees to develop financial management policies and procedures to ensure the grants are set up for fiscal compliance success. Through these engagements, our team of experts have reviewed state policies and have provided key recommendations in navigating the compliance between state and federal financial requirements.

Task 2 – 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

We will support DCR in the implementation of its Financial Management Plan in alignment with the State’s standard processes for administering grant funding. At the DCR’s direction, our team is prepared to provide hands-on support with invoice reviews, maintain budgets and reconcile financial records, ensure compliance with uniform administrative requirements and cost principles, and monitor and maintain financial records, among other related services.

Our team will collaborate with DCR to provide an effective road map that helps accomplish objectives by bringing a systematic, disciplined approach to evaluate and improve the

effectiveness of risk management, control, and governance processes related to CDBG-DR program. Governmental entities have a unique set of challenges that require professionals with specific training and experience in the governmental industry. In accordance with Uniform Guidance, 2 CFR 200, and CDBG-DR requirements, the Civix team will perform procedures necessary for federal grant programs.

Aligned with program operations, project controls, and record management, our team also brings design and implementation expertise for CDBG-DR fiscal policies and procedures through the establishment of a robust set of best practices for financial management. Areas serviced through financial management include:

- Assistance with program policy design and implementation to abide by applicable regulatory financial requirements
- Procedure design to include proper financial controls or best practices through the lifecycle of program
- Design, deployment, management, and optimization of financial management systems

Task 3 – Duplication of Benefits (DOB) Compliance

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

Civix has in-depth knowledge and experience applying Section 312 of the Stafford Act, which prohibits beneficiaries from receiving duplicative CDBG funding assistance for the same purpose for which they have already received assistance, either from another program, insurance, or other sources.

HUD places significant emphasis on ensuring a grantee's ability to avoid duplication of benefits that have already been or could be paid for by another source. This follows on the idea that CDBG-DR funds are the last money in and serve as funds to fill a recovery need not met through other sources. Civix works with agencies to update their existing DOB policy to ensure alignment with applicable provisions of the Disaster Reform and Recovery Act (DRRA, 2019) as well as the latest guidance for HUD's Consolidated Notice for grantees. Civix works to ensure that we provide agencies with strategic recommendations around applicability, documentation, and enforcement that lead to rightsized and compliant DOB policies and processes.

HUD's move to grantee-based data sharing agreements and computer matching agreements has resulted in changes to a grantee's DOB review process. To ease the administrative burden for the State and subrecipients, Civix recommends an overall process that is then customized to account for the nuances of the specific activity type and the other sources that may exist for the same scope. The Civix team has staff that can leverage existing tools or build customized solutions for each program area and conduct the individual reviews of DOB analysis prepared by the State or subrecipients for each activity. Civix will work with the State to adjust existing processes and provide updated templates and workflows that will streamline the activity level review for duplication at the application stage and again at close out.

Beyond the overall policy and processes, Civix SMEs can also support DCR with the development of DOB language for individual program guidance, awards agreements, and

standalone subordination documents to ensure that the controls are in place to recapture funds should a duplication occur.

Experience – As a measure of our team’s capabilities, Civix provides a sample project that demonstrates our experience delivering the services under this task.

State of California Department of Housing and Development: Civix has provided full grant management services to the State of California Department of Housing and Development since 2019 for its 2017 (\$250 million), 2018 (Over \$1 billion), 2020 (\$231 million), 2021 (\$24 million), 2023 (\$115 million), and 2023-2024 (\$416 million) CDBG-DR and CDBG Mitigation (CDBG-MIT) allocations. For each of these grants, Civix has supported the development of DOB policies for each program ensuring compliance with all DR programs from housing to infrastructure.

Task 3 – 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

Civix is well positioned to lead or support the Duplication of Benefits process. In support of DOB efforts, Civix will create supporting documentation including the following:

- Detailed DOB policy encompassing all required federal regulatory standards
- Detailed Standard Operating Procedures for eligibility DOB including decision matrices and process workflows
- Creation of relationships and data feeds to receive information on potential duplications of benefit
- Creation of program forms, checklists, and audit logs to support Program DOB decision-making
- Creation of a training plan and individual training modules on all areas of DOB process and compliance
- Creation of a monitoring and audit preparedness plan specifically for DOB whereby calculations and files are sampled and reviewed in advance of any third-party monitoring

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.

We will leverage our experience in providing expertise and guidance to DCR, its partnering agencies, vendors, and subrecipients throughout the recovery lifecycle. Civix’s subject matter experts assess state and local procurement and financial management policies and procedures and provide a crosswalk to the federal requirements outlined in 2 CFR 200 and the state procurement requirements. When appropriate, we modify current procedures or draft separate financial management and procurement policies, procedures, forms and checklists so that DCR and all subrecipients and vendors are operating compliantly from day one. We understand when implementing new regulatory requirements there can be some resistance. We have developed and led robust trainings regarding federal procurement

implementation for grantees and subrecipients. Our team is prepared to spend the time needed with all parties involved, whether through group training or one-on-one meetings with staff, departments, and appropriate team members.

Experience – As a measure of our team’s capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task.

State of California: Civix assisted the California Department of Housing and Community Development with the development of its procurement policies for all grants from CDBG-NDR to the CDBG-DR and MIT grants from 2017-2024. Our team understands the applicable regulations and have worked with the HCD to continue to develop procurement requirements at the state and subrecipient levels. Our team also supports the cross-cutting monitoring of subrecipients, which include the review of procurement files.

Florida Commerce: The Civix team supports Florida Commerce’s monitoring team as they monitor subrecipients from hurricanes Hermine, Matthew, and Sally. Our team has developed and implements the monitoring checklists used, which include specific monitoring of subrecipient’s procurement policies, procedures, and actual procurement files.

Lee County, Florida: The Civix team supports Lee County’s monitoring team as they monitor subrecipients from Hurricane Ian. Our team has developed and implements the monitoring checklists used, which include specific monitoring of subrecipient’s procurement policies, procedures, and actual procurement files.

HUD Technical Assistance: Civix supports multiple HUD TA clients across the country in the launch of their CDBG-DR programs. As part of these engagements, our team provides intense technical assistance to grantees to develop procurement policies and procedures to ensure the grants are set up for compliant procurement processes. Through these engagements, our team of experts have reviewed state policies and have provided key recommendations in navigating the compliance between state and federal procurement requirements.

Task 4 – 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

Civix begins our support to DCR and its subrecipients by reviewing the current procurement policies and procedures submitted with the Financial Certifications. From there, the team creates a plan to provide robust training to the internal DCR staff as well as subrecipients. Assuming that DCR has provided documentation that the state procurement is in line with 2 CFR 200, and that subrecipients are required to follow 2 CFR 200, our team will begin to develop trainings for subrecipients that can be used to provide training and ongoing reference materials for them to use as they move to the procurement phase in implementation.

At the state level, our team of procurement experts are prepared to review bid documents, sample contracts, and other materials to ensure all required clauses are included. As vendors are selected, we support the development and execution of contracts, again ensuring that all required clauses are included in the final contracts. Once work commences,

our team monitors progress in line with agreed upon schedules, making recommendations to the State and its partners regarding the enforcement of penalties and the need to provide technical assistance directly to poorly performing vendors.

For subrecipients, incorporating the requirements in 2 CFR 200 can be overwhelming and challenging. Additionally, it is the area where our monitoring SMEs see the highest compliance challenges. As noted, our team is prepared to develop and deliver group and one-on-one trainings as needed to subrecipients to ensure the requirements are understood and incorporated into their procurement processes. Finally, our program SMEs are prepared to review subrecipient's procurements prior to release to provide recommendations or feedback to ensure compliance. This may be completed through recommending subrecipients to complete a procurement checklist documenting their procurement processes or written or verbal technical assistance.

As noted as well in Task 10, our robust monitoring team brings significant knowledge around cross cutting requirements and have developed procurement monitoring checklists that are available for subrecipients to use, enabling them to understand what requirements are monitored and ensure compliance.

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.

Civix has a well-defined case management process to determine eligibility, manage application throughput, and handle appeals as well as exceptions to program policy. The process of case reviews begins immediately while applications for assistance are being completed. Where possible, we link the system of record or decision points directly with available data sources to make a quick determination. When data feeds do not exist, our case management team is well-versed in establishing relationships and utilizing third party provided data to confirm eligibility.

Our case management team has refined an approach that allows the program to collect a great deal of eligibility information and/or documentation on behalf of the applicant with their consent. Whenever possible, Civix validates information on behalf of the applicant to reduce confusion and eliminate burdens on applicants. This approach greatly reduces processing time and costs, cutting down on communication gaps and wait times typically required to request and receive eligibility documentation.

Civix's case management teams work with applicants on an individualized basis to apply program policy in an attempt to address eligibility issues. However, because some issues require a special application or interpretation of program policy, Civix also understands the importance of creating both Appeals Advisory Boards and Program Policy Exceptions Panels. These teams are comprised of a variety of program stakeholders from specialized backgrounds who attempt to apply a combination of rational problem solving along with regulatory requirements in an effort to serve the applicant base that strict program policy cannot always do. They work to create precedence for exceptions and apply reason-based consistency across decision-making before coming to a determination and notifying the applicant of the respective final eligibility decision.

Experience – As a measure of our team’s capabilities, Civix provides sample project that demonstrates our experience delivering the services under this task.

State of California: Civix has provided grant management services to the California Department of Housing and Development since 2019 for its 2017, 2018, 2020, 2021, 2023, and 2024 CDBG-DR Single Family Housing Recovery Programs. For each program year, Civix has provided program design and policy consultation to HCD and has informed the state on the importance of Appeals Advisory Boards and Program Policy Exceptions Panels. This consultation has included advising on the creation and makeup of such panels as well as the initiation and steps of the Appellate and Exceptions Review processes and associated timing of applicant notification.

Texas General Land Office: In response to Hurricanes Harvey and Imelda, the Texas General Land Office engaged firms to implement its Homeowner Assistance Programs that provide grant funding to homeowners whose properties were damaged as a result of the disasters. Civix was assigned to support application intake, outreach and engagement, policies and procedures development, and quality assurance/quality control efforts. In addition, the Civix team provided data analysis and GIS support the development of a needs assessment to guide program design and outreach efforts, supported the receipt and review of over 4,000 applications across multiple regions, developed policies and procedures, developed and implemented a Section 3 Plan, and trained new personnel on the program’s rules and requirements, among other efforts.

Task 5 – Anticipated Deliverables

- Provide written procedures for case reviews and escalation protocols (approved, version-controlled).
- Produce decision logs and reviewer checklists to ensure traceability and consistency.
- Create standardized application notification templates covering all determination scenarios.
- Develop staff training materials and coordinate and deliver trainings (e.g., schedule, rosters, and completion records).
- Deliver monthly and quarterly performance reports documenting project progress

Civix is well positioned to lead or support the case management process and support the State with ongoing case management. As part of these efforts, Civix will create documentation including the following:

- **Process Design and Governance:** Publish written procedures for case reviews, including intake, evaluation, documentation standards, escalation protocols, and adjudication pathways.
- **Documentation Toolkit:** Deploy a version-controlled toolkit, including decision logs, reviewer checklists, case summary templates, and standardized application notification templates (approval/denial/deficiency/appeal outcomes).
- **Case Processing and Adjudication:** Operate day-to-day reviews with uniform workflows; track turnaround, outcomes, and trends; and manage escalations per protocol.

- **Training and Change Management:** Develop staff training materials and training delivery (role-based modules, quick-reference job aids, and refresher sessions aligned to policy updates).
- **Audit Readiness and Oversight Response:** Create pre-audit file checks, evidence binders mapped to SOP citations, and drafting support for oversight inquiries.
- **Quality Assurance and Controls:** Ensure intake completeness checks, provide independent decision review before issuance, undertake periodic QA/QC sampling with corrective action plans, update SOPs and change logs, and hold quarterly process reviews.

Task 6 – Action Plan Development and Amendments

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

Civix is a trusted resource for the development of CDBG-DR Action Plans that meet HUD requirements and align with local recovery goals. We understand the connection between unmet needs, mitigation needs, stakeholder engagement, and program design required to meet HUD requirements, while also ensuring a comprehensive assessment of disaster impacts and programming needs to address those impacts. In addition to developing Action Plan documents for some of the largest disaster impacted communities across the country, our team also brings a deep understanding of HUD rules around action plan amendments and is well equipped to assist the State with navigating the timing and scope of Action Plan amendments. We bring a wealth of experience balancing multiple disaster years, concurrent action plan amendments, and the ability to ensure our clients meet HUD requirements and allow for CDBG-DR programs to continue moving to serve impacted communities.

Experience – As a measure of our team’s capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task.

Wayne County, Michigan: Our team recently supported Wayne County, Michigan with its HUD approved \$70 million Action Plan for the County’s 2023 disaster. This included full-scale Action Plan support, including conducting an unmet needs and mitigation needs assessment, community and stakeholder outreach, program design, and navigating to HUD approval.

State of California: Civix has provided Action Plan and Action Plan Amendment services to the California Department of Housing and Development since 2019 for its 2017 (\$250 million), 2018 (Over \$1 billion), 2020 (\$231 million), 2021 (\$24 million), 2023 (\$115 million), and 2023-2024 (\$416 million) CDBG-DR and CDBG Mitigation (CDBG-MIT) allocations. This involves balancing multiple Action Plan amendments across multiple disaster years.

State of North Carolina: Civix supported the State of North Carolina as a subcontractor to HGA with the development of its CDBG-DR Action Plan documents and Action Plan amendments beginning in 2019.

HUD Technical Assistance: Civix serves as a HUD Technical Assistance provider and assists CDBG-DR grantees nationally to develop Action Plan documents that meet HUD Requirements.

Task 6 – Anticipated Deliverables

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

Civix is well positioned to lead or support Action Plan development and support the State with ongoing Action Plan amendments. To provide such services, we will create supporting documentation including the following:

- Review applicable HUD requirements and create an Action Plan outline and work plan to fit into the applicable timeline.
- Create a stakeholder engagement plan and community outreach plan that aligns with HUD requirements, disaster impacts, and State priorities.
- Conduct an unmet needs assessment, including assessing FEMA Individual Assistance, FEMA Public Assistance, National Flood Insurance Program data, and Small Business Administration data, as well as locally collected data on impacts from the disaster.
- Conduct a mitigation needs assessment that reviews the applicable State Hazard Mitigation Plan, any local Hazard Mitigation Plans for impacted areas, FEMA Hazard Mitigation Grant Program data, and any other applicable local data.
- Based on the unmet needs assessment and mitigation needs assessment, conduct public outreach and stakeholder consultation and develop CDBG-DR programs that align with the disaster impacts and meet the State's recovery goals.
- Draft CDBG-DR Action Plan documents that align with HUD requirements and assist the state with publicizing the document for public comment, addressing public comments, and conducting a final review based on HUD checklists prior to submission of the documents.
- Assist the State with addressing comments from HUD staff on submitted Action Plan documents.



Figure 5: Action Plan Process Development Overview

- For Action Plan amendments, our team keeps track of the applicable HUD regulations based on disaster allocations and assists clients with creating the required materials for substantial and non-substantial Action Plan amendments, including required public comment or discussions with HUD on policy or program changes.
- Our team of grant managers have successfully navigated HUD monitoring visits, and we understand HUD requirements for maintaining records for public outreach and engagement and records of stakeholder engagement. We develop file structures and tracking documents that note the organizations consulted, their comments, and how the comments were addressed.

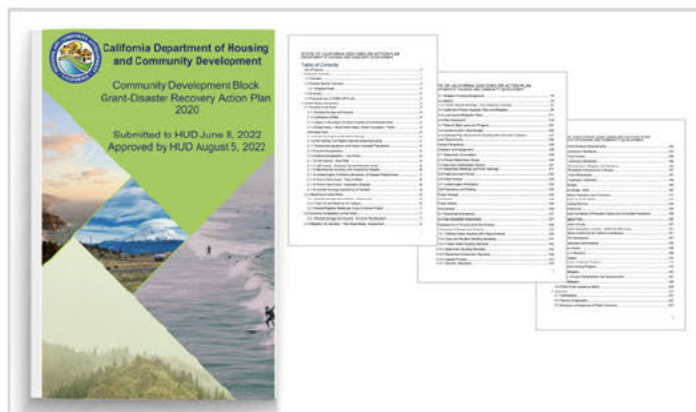


Figure 6: CA HCD CDBG-DR 2020 Action Plan

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

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

Our team brings deep experience developing CDBG-DR funded planning and related efforts, including unmet needs assessments, market analysis, and Geographic Information System (GIS) systems to support recovery.

Civix's planners and grant managers are a proven resources for developing unmet needs assessments for some of the largest CDBG-DR funded recoveries. In addition to a deep understanding of HUD requirements and experience using FEMA, SBA, and HUD's own data sets to conduct unmet needs assessments, our team supports CDBG-DR needs assessments and planning efforts at the grantee and subrecipient levels. We develop market studies for housing and infrastructure projects, conduct surplus cash reviews for multi-family projected funded by CDBG-DR dollars, and understand how to leverage recovery dollars with other funding sources to ensure resources are allocated in an efficient and HUD compliant manner that also streamlines recovery for impacted communities.

Our GIS and data management staff develop ESRI dashboards, databases, and maps that provide the right level of data to inform immediate disaster impacts as well as understanding the ongoing impact of CDBG-DR funded programs. From conducting Low- and Moderate-Income analysis for project service areas, to developing data and metrics to inform CDBG-DR program design, we understand HUD requirements but also leverage our planning and technical expertise to use data and track program outcomes at all levels of analysis (state level, to Census Block Group, to parcel or building/address). We have created ESRI dashboards and supporting datasets for some of the country's largest disasters, tracking spending and impacts of CDBG-DR funding over time.

From conducting initial unmet needs assessments to managing program data for housing, infrastructure, and business recovery programs, our team has demonstrated experience managing CDBG-DR data across the lifespan on CDBG-DR grants. We have proven methods for establishing initial data sharing agreements with FEMA and SBA and utilizing publicly accessible data, and we can quickly analyze data from HUD required sources to assess or reassess unmet recovery needs based on disaster impacts. We also are well equipped to fill data gaps with local government data to supplement required data to capture unmet needs.

Experience – As a measure of our team’s capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task.

Wayne County, Michigan: Our team recently supported Wayne County, Michigan with its HUD approved \$70 million Action Plan for the County’s 2023 disaster. This included conducting an unmet needs assessment of housing, infrastructure, and economic impacts. This analysis included assisting the County with setting up its data sharing agreements with FEMA and SBA.

State of California: Civix has provided Action Plan and Action Plan Amendment services to the California Department of Housing and Development since 2019 for its 2017 (\$250 million), 2018 (Over \$1 billion), 2020 (\$231 million), 2021 (\$24 million), 2023 (\$115 million), and 2023-2024 (\$416 million) CDBG-DR and CDBG Mitigation (CDBG-MIT) allocations. Since the 2017 Action Plan, our team has developed, amended, or supported the development of unmet needs across program years. This analysis included collection and analysis of FEMA, SBA, and NFIP data. We also collected and utilized local government and fire related data as part of the State’s unmet needs calculations.

State of North Carolina: Civix supported the State of North Carolina as a subcontractor to HGA with the development of its CDBG-DR Action Plan documents and Action Plan Amendments beginning in 2019. Our team assisted the State with developing its unmet needs assessments for recent disasters.

HUD Technical Assistance: Civix serves as a HUD Technical Assistance provider and assists CDBG-DR grantees nationally to develop Action Plan documents that meet HUD Requirements, including the development of unmet needs assessments.

Houston Housing Authority: Civix provides the Houston Housing Authority with data and GIS consulting services to develop a GIS database of HHA Voucher holders and HHA and affiliated properties within its service territory. The GIS data developed is used to support an ArcGIS Experience Builder application to support data-driven decision-making. Census demographics, Tax Increment Reinvestment Zones (TIRZ), Opportunity Zones, FEMA Flood Hazard zones, and other Texas specific layers are incorporated to provide a screening tool for HHA to evaluate potential housing impacts and other community characteristics against existing and proposed housing properties and voucher holder locations.

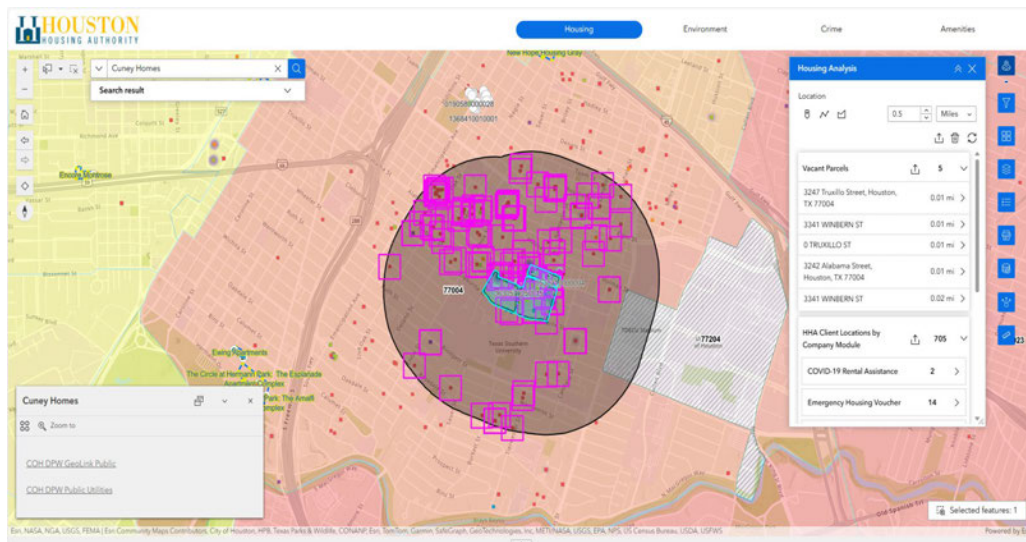


Figure 7: Dashboard of HHA-maintained datasets

Louisiana Department of Health: Civix was selected to implement the Environmental Public Health Tracking Network Health Data Explorer on behalf of the Louisiana Department of Health. The Program provides for environmental health surveillance to screen physical, chemical, biological, and social factors that may play a role in the development of chronic diseases affecting the citizens of Louisiana. Civix developed a statewide publicly accessible site to promote the health, safety, and quality of life of people in Louisiana. Civix coordinates the EPHT Program's GIS activities and is responsible for developing the internal and external GIS portal at various levels of geography including DHH region, parish, census tract, and zip code. This includes development of GIS databases and cartographic output that are compliant with CDC Nationally Consistent Data and Measures for each content area.

State of Nevada Department of Transportation: Civix supports the State of Nevada Department of Transportation in maintaining GIS data and applications for the Right of Way Division. Civix was selected to develop the NDOT ROW GIS dataset and associated GIS application in 2019 and successfully completed the project in 2022. The project was extended to 2023 to support Property Management features by adding Maintenance Stations, Rest Areas, Leases/Licenses, and Disposal property to the GIS database. Since 2024, Civix has provided ad hoc data maintenance support, ad hoc training, and has begun migrating and updating the developed ArcGIS Web AppBuilder application to the ArcGIS Experience Builder platform.

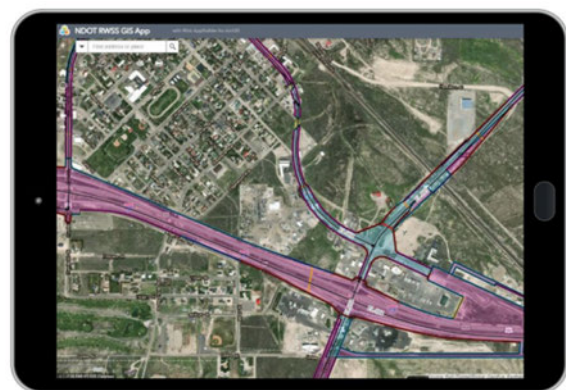


Figure 8: NDOT RWSS GIS Application

Task 7 – 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

For new CDBG-DR allocations or updates to unmet needs assessments – our team leverages required FEMA, SBA, and local data and builds an initial assessment of disaster impacts and present options on how to frame housing, infrastructure, and economic unmet needs. Using existing data sharing agreements, or publicly available sources, our team compiles an analysis showing disaster impacts at the lowest level possible with the available data (household, project level, zip code) and maps the data to create custom geographies for the unmet needs analysis.

For market studies, gap analyses, and resource allocation reports, our team starts with an assessment of the project need in collaboration with State staff, then creates an outline of the data collection needs, a document outline, and a work plan to create the analysis. With any document development, our team creates opportunities throughout the planning process for feedback from State staff.

Our team of planners and grant managers understand how to create planning documents that meet CDBG-DR requirements – from meeting national objective, to conducting Low-and Moderate-Income analyses, or determining service areas for projects. We leverage our expertise in data analysis along with regulatory expertise to ground studies and analyses in what CDBG-DR can fund and how to best leverage CDBG-DR dollars.

Civix is a leader in conducting financial analysis of CDBG-DR planning and implementation projects – from infrastructure to multi-family housing, single family housing, business recovery, or mitigation projects – we understand how to leverage CDBG-DR funds and understand how to layer CDBG-DR with other funding sources.

Our team of GIS analysts and developers have broad experience delivering GIS solutions for a wide range of program areas including housing, planning, real estate and right of ways, emergency management, and utilities. We are experts in developing interactive solutions, such as web-based maps, visualizations, and dashboards that leverage existing systems and API's in providing research and decision-making tools that are accessible and easy to use.

The GIS team also have extension local government experience managing, building, improving, incorporating and integrating local government datasets like tax assessment data into project deliverables and analytic output. We understand how to integrate local government datasets into regional or statewide programs, and are proud of our successful track record managing large-scale mapping efforts.

Task 8 – Program Performance Monitoring and Evaluation

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

If ordered, Civix is prepared to support performance tracking and program evaluation activities by leveraging its proven methodologies and data-driven tools to deliver actionable

insights. Our team collaborates closely with stakeholders to establish key performance indicators, monitor progress, and assess outcomes, ensuring that programs are aligned with strategic goals and continuously optimized for impact. Civix's commitment to transparency and measurable results enables clients to make informed decisions and demonstrate program effectiveness with confidence.

Experience – As a measure of our team's capabilities, Civix provides sample projects that demonstrate our experience delivering the services under this task.

eGrants Program Management Software: Civix has over 19 years of experience providing the system of record for disaster recovery programs. Starting in Mississippi in 2006, eGrants was launched for the Katrina Recovery Program. Over 13,000 applications were received within one month of contract award. Shortly thereafter, Civix supplied eGrants as the system of record for Louisiana's Road Home program, HUD's largest disaster recovery program with over 225,000 applicants and over \$16 billion in grant awards. In response to Superstorm Sandy, Civix implemented a version of eGrants for New Jersey in less than 18 days. Over \$1.5 billion in grants were awarded using eGrants in New Jersey. Following Louisiana's Great Floods of 2016, eGrants was implemented as the system of record for the Restore Louisiana Homeowner Assistance Program (RLHAP) where over 45,000 applications have been received and processed. As part of the RLHAP implementation, Civix delivered a standalone instance of eGrants specifically tailored to meet the requirements and workflows associated with housing buyout programs. Civix has continued to upgrade its buyout solution since its original launch in 2018, with the latest version being released in March 2025.

State of California: Civix has delivered and maintains two instances of its eGrants software in support of CA HCD's housing recovery programs dating back to 2019. eGrants' workflow aligns with CDBG-DR program standards and is configurable to meet unique program design decisions. The Applicant Portal is a one-stop for applicants to submit information, check real-time status, upload documentation, and communicate with case workers. The Staff Interface empowers staff to process large numbers of applications and access data in real-time. It is a system of record for assigning work, uploading data and documentation, managing cases, reporting, and ensuring compliance. The back-end database facilitates smooth, efficient operations over the program lifecycle by tapping into third-party data sources for automated prioritizations, eligibility verifications, and award calculations. A unique feature of this instance of eGrants was WCAG, ADA and 508 compliances for our public facing portal to support individual applicants with disabilities.

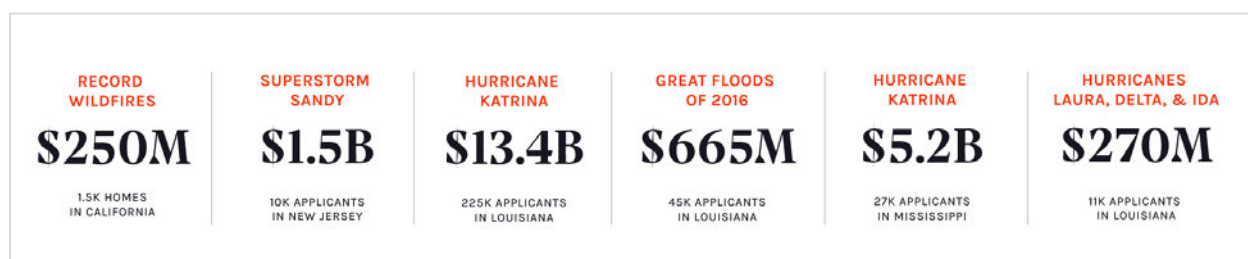


Figure 9: eGrants Implementations

Task 8 – 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

Civix will partner with the State of North Carolina to implement a reporting, milestone tracking tools and progress reporting templates leveraging AWS QuickSight. We will also help define performance metrics and compliance monitoring that adhere to your contracts. Some of our services include:

- **Template Development** - Creation of standardized report templates based on data types and reporting needs defined by the program. Templates will be tailored for both tabular reports and interactive dashboards with visual charts.
- **Data Integration** - Using data from DCR and other identified sources, Civix configures and integrates data sets utilizing AWS QuickSight to generate accurate, reliable, and timely reports.
- **Report Generation and Management** - Development and delivery of reports at agreed-upon frequencies (daily, weekly, monthly, or ad hoc), ensuring consistency, clarity, and usability across all reporting formats.
- **Visualization and Dashboards** - For complex data sets, Civix designs intuitive dashboards to help stakeholders monitor key metrics and trends.

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.

Our team brings demonstrated expertise in meeting cross-cutting federal requirements, including compliance with civil rights, fair housing, labor standards, and historic preservation requirements applicable to federal funding.

Section 3 – Civix’s grant management staff develops Section 3 policies and procedures, checklists, and forms to ensure HUD requirements are met for professional services and construction. From drafting policies and procedures at the state level for applicability across CDBG-DR programs, to drafting procurement language for contractors and subrecipients, to monitoring and compliance of Section 3 goals and progress across the state’s portfolio, we understand the full lifecycle of Section 3 requirements and will ensure that the state’s policies are met and reported to HUD in a timely manner.

Fair Housing – Our team has developed Analysis of Impediments to Fair Housing and Affirmatively Furthering Fair Housing documents for jurisdictions within North Carolina and around the country, and we have provided support for fair housing compliance for existing CDBG-DR programs. We understand the fair housing requirements and track changes at the federal level to ensure compliance with updated requirements. At the Action Plan phase, we understand the CDBG-DR requirements and can assist the state in navigating feedback from FHEO on Action Plan outreach or programmatic requirements. During program design and implementation, our team is well equipped to meet HUD standards for fair housing requirements and Affirmative Marketing requirements for CDBG-DR funded housing programs.

Labor Standards – Our team has decades of experience with labor standards compliance and offers expertise to ensure CDBG-DR program compliance with the Davis-Bacon and Copeland Anti-Kickback Act. We develop policies and procedures for some of the largest state CDBG-DR grantees in the country, developing templates and reporting processes for Davis-Bacon compliance to ensure that contractors, staff, and subrecipients consistently and accurately report on required data for HUD compliance.

National Objective Compliance – With our deep experience in designing, implementing, and monitoring CDBG-DR programs. We bring hands-on knowledge of HUD’s regulatory requirements for national objective, including Low- and Moderate-Income benefit, slum/blight preservation, and urgent need compliance at the project level and at the overall grant level for CDBG-DR compliance.

Historic Preservation – Using 24 CFR Part 58, we use a detailed scoping process to ensure that Environmental Assessment and Reviews meet regulatory requirements and are completed efficiently. For projects with historical significance, the team conducts Section 106 project reviews in collaboration with applicable state historical agencies to prevent delays.

Experience – As a measure of our team’s capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task.

State of California: Civix assisted the California Department of Housing and Community Development (HCD) with the development of its Section 3 and Davis-Bacon policies and National Objective Compliance for all grants and programs from CDBG-NDR to the CDBG-DR and MIT grants from 2017-2024. Our team understands the applicable regulations and works with HCD to continue to develop policies and track metrics for Section 3 and Davis Bacon policies at the state and the subrecipient levels. Our team also supports the cross-cutting monitoring of subrecipients, which includes the review of Section 3, Davis-Bacon, National Objectives, and Affirmative Marketing for housing programs. Civix also supported HCD’s Labor Compliance initiatives for HUD entitlement programs, including the development of policies and procedures, reviewing subrecipient files, and staff training. Civix also developed HCD’s 2020 statewide Analysis of Impediments to Fair Housing and provided support in addressing HUD’s Office of Fair Housing and Equal Opportunity (FHEO) comments on all CDBG-DR action plans.

Florida Commerce: The Civix team supports Florida Commerce’s monitoring team as they monitor subrecipients from hurricanes Hermine, Matthew, and Sally. Our team has developed and implements the monitoring checklists used, which include specific monitoring of subrecipient’s compliance

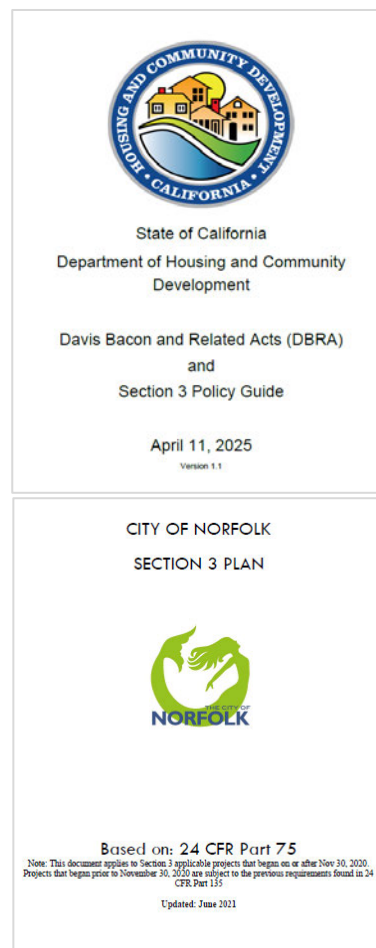


Figure 10: Davis Bacon and Section 3 Plan Manuals

with labor standards and cross-cutting requirements including Section 3, Davis-Bacon, and Environmental files.

City of Mobile: Civix developed the City's recent CDBG-DR Local Recovery Plan that included initial National Objective compliance for proposed projects and included language to address HUD fair housing requirements for CDBG-DR action plans. Previously, Civix developed the City of Mobile's last two Analysis of Impediments to Fair Housing documents. Currently, Civix provides overall grant management support for the City of Mobile's CDBG-DR funding, including developing policies and procedures for Section 3, Davis-Bacon, and Affirmative Marketing policies. In addition, Civix provides environmental oversight for all CDBG-DR programs, including Section 106 project reviews for projects with historical significance.

Task 9 – 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

Outlined below are brief synopses of the typical activities and work products we provide to our customers in support of their efforts to maintain compliance.

- **Section 3**
 - Update Section 3 policies and procedures as needed and develop reporting templates at the state and subrecipient level
 - Develop Section 3 risk assessment of CDBG-DR grantees
 - Conduct training at the state and subrecipient level on Section 3 compliance
 - Assist with developing data collection system for Section 3 data from subrecipients and submission to HUD
- **Fair Housing**
 - Assist with fair housing analysis requirement for CDBG-DR Action Plan development, including responding to and addressing comments from FHEO
 - Develop programs and monitor that existing programs are meeting HUD CDBG-DR fair housing requirements
 - Ensure that applicant-based programs are meeting fair housing requirements, including affirmative marketing plans
- **Labor Standards**
 - Develop Davis-Bacon policies and procedures, forms, and data management tools for regular reporting and tracking
 - Train state staff on Davis-Bacon policies and tracking tools
 - Provide subrecipient monitoring and technical assistance and develop a risk-based assessment for monitoring subrecipients
 - Assist with Davis-Bacon wage compliance interviews and payroll review as needed

- **National Objective Compliance**

- Develop or update policies and procedures for conducting National Objective compliance for proposed CDBG-DR programs and all CDBG-DR projects
- Conduct trainings for staff and subrecipients on CDBG-DR basics, including documenting National Objective Compliance
- Conduct Low- and Moderate-Income analysis for proposed projects or assist subrecipients to conduct analysis
- Assist state staff with documenting urgent need and/or slum and blight compliance for any applicable CDBG-DR projects
- Conduct file reviews for projects and subrecipients on meeting National Objectives and ensuring project files are complete

- **Historic Preservation**

- Develop or assist with project scoping for environmental assessments and reviews as required under 24 CFR Part 58
- Conduct Section 106 Project Reviews for projects with historical significance
- Conduct environmental analysis including contamination, floodplain management, noise abatement, wetland protection, environmental justice, and integrate compliance strategies into CDBG-DR project timelines

Task 10 – Audit Readiness and Monitoring Support

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

We are prepared to support DCR monitoring efforts on multiple levels. We understand the critical role that compliance monitoring plays in the initial planning and administration of federal funding and will work with DCR to ensure the parties involved in CDBG-DR funded projects are fully aware of their responsibilities and are equipped to move forward with project implementation in a compliant manner. Our team does not look at monitoring as a “gotcha” activity but rather a coordinated effort between DCR and its partners.

Providing consistent oversight and monitoring of compliance with federal administrative and cross-cutting requirements is a key factor in successful CDBG-DR implementation. We are prepared to design oversight and fiscal monitoring processes for use in monitoring the implementation of the grant dollars and provide a framework for understanding and addressing when there are risks of non-compliance with federal, state, or local requirements.

The Civix team provides a comprehensive approach to establish monitoring, compliance, and technical assistance plans. While there are regulatory and statutory requirements when it comes to CDBG-DR grants and the monitoring of the grants, our team takes a holistic approach. We approach monitoring and technical assistance as a process throughout implementation to constantly improve programs in their compliance and efficiency. For DCR, implementing a technical assistance plan is critical to the success of the grant. Our team uses a variety of mechanisms to implement technical assistance, including written guidance, training sessions, working sessions, and live and pre-recorded presentations. This provides the resources to build capacity amongst DCR and its potential partners, subrecipients, or developers to implement these grants.

We have successfully navigated HUD monitoring visits, HUD-OIG audits, and similar types of programmatic and administrative reviews during our team members’ tenures as

government employees and as consultants in support of grantees. Furthermore, we have developed specific procedures to guide a grantee's preparation for an audit or monitoring visit, actions during an audit, and follow-up activities. Using a comprehensive work plan, DCR will have clarity (including specific goals and milestones) of what actions it needs to take to ensure a successful audit (i.e. no findings or concerns are identified).

Experience – As a measure of our team's capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task.

State of California: Civix assisted the California Department of Housing and Community Development with the development of its monitoring and compliance policies for all grants from CDBG-NDR to the CDBG-DR and MIT grants from 2017-2024. Civix developed the risk assessment methodology and templates to implement and document programmatic risk. Our team understands the applicable regulations and has worked with the HCD to complete ongoing programmatic and subrecipient monitoring. Furthermore, Civix supports HCD in the preparation for all HUD and HUD-OIG monitoring and audit activities.

Florida Commerce: The Civix team supports Florida Commerce's monitoring team as they monitor subrecipients from hurricanes Hermine, Matthew, and Sally. Civix developed the risk assessment methodology and templates to implement and document programmatic risk across grants. Our team has developed and implements the monitoring checklists used, which include specific monitoring of subrecipient's cross-cutting and programmatic policies, procedures, and procurement files.

Lee County, Florida: The Civix team supports Lee County's monitoring team as they monitor subrecipients from Hurricane Ian. Civix developed the risk assessment methodology and templates to implement and document programmatic risk. Our team has developed and implements the monitoring checklists used, which includes specific monitoring of subrecipient's procurement policies, procedures, and procurement files.

Task 10 – 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

Our team has developed and implemented full-scale monitoring plans at local and state government levels. We have completed all phases of the monitoring process, from the initial risk assessment, project prioritization, and monitoring schedule development to preparing for a monitoring visit, performing the reviews, and leading follow up efforts to ensure needed corrective actions have been completed. Additionally, our staff has run large-scale multi-family projects, single family housing programs, community infrastructure initiatives, and economic development programs, among other activities. We understand the specific nuances of these programs, and how to tailor monitoring plans to meet these needs.

We design oversight and fiscal monitoring processes for use in monitoring the administration of the CDBG-DR grant dollars and provide a framework for understanding and ensuring programs are compliant with federal administrative requirements.

We are prepared to lead monitoring efforts using proven tools and processes. We stand ready to hit the ground running with DCR, as we can quickly customize our existing toolkit of DR compliance products for this engagement. Furthermore, we understand the critical role that compliance monitoring plays in the administration of federal funding and will work with the DCR to ensure all parties involved in the CDBG-DR funded projects are fully aware of their responsibilities and are equipped to move forward with project implementation in a compliant manner. Our proven set of tools includes:

We design oversight and fiscal monitoring processes for use in monitoring the administration of the CDBG-DR grant dollars and provide a framework for understanding and ensuring programs are compliant with federal administrative requirements.

- **Risk assessment methodology** - We examine aspects of projects and programs, including funding amount, project complexity, entities involved in implementation, and project schedule, to prioritize when and how to focus monitoring efforts.
- **Monitoring checklists** - Our team has developed checklists for grantees to monitor their vendors, contractors, and subrecipients. In addition, we provide customized checklists and guidance to vendors, contractors, and subrecipients to give them with a clear picture of their responsibilities in areas key to compliance.
- **Procedures, desk references, and workflows** - We produce specific guidance on key topics that clearly define roles and responsibilities relative to ensuring compliance.

Recommended Programmatic & Fiscal Monitoring Schedule												
	Q3 2024			Q4 2024			Q1 2025			Q2 2025		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
HRRP	Initial Monitoring							Programmatic Monitoring				
Workforce Affordable Housing Construction Program		Fiscal Monitoring							TA			Fiscal Monitoring
Voluntary Home Buyout				TA						Fiscal Monitoring		
Workforce Recovery Training Program		Strike Team - Best Practices*		Strike Team - Affirmative Action*				Initial Programmatic (Intake) Monitoring** TA				Programmatic (Intake) Monitoring** Fiscal Monitoring
Infrastructure	Strike Team - Best Practices*		TA			Strike Team - DOB*			Initial Programmatic (Subrecipient) Monitoring			
Business Recovery Grant Program	Program removed from Irma portfolio and funds re-allocated to the Infrastructure Repair Program. Subsequent risk assessment updates will not reflect this program.											

Note: Schedule subject to change

- Strike Team assesses critical risks including a review of detailed processes and provides any necessary, one-off, or on-call, technical assistance to prevent future issues.

** - Assumes some subrecipients will begin intake by July for Fall 2024 training sessions and Nov/Dec for Spring 2025. Assumes different subrecipients monitored in Feb and Jun.

Figure 11: Programmatic and Fiscal Monitoring Schedule

Task 12 – Training, Technical Assistance, and Capacity Building

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

A critical part of the program management and monitoring is the development of a robust training and technical assistance program to ensure that DCR is building the capacity of its internal staff, developers or subrecipients, and other key partners in the implementation of the CDBG-DR grant. The Civix team is proactive and will work with the State to ensure up-front awareness of rules and regulations associated with CDBG-DR funding and that participants have the tools needed to meet requirements throughout the life of the project. With decades of combined experience in implementing CDBG-DR projects and programs, we are equipped to provide technical assistance at varying levels of need. Furthermore, our proposed team represents HUD's go-to technical assistance providers for CDBG-DR grantees.

The Civix team is skilled at working with multiple agencies, vendors, non-profit organizations, and other subrecipients to ensure that they are meeting the applicable federal, state, and local guidelines. Our team has on the shelf, ready to go trainings to provide CDBG-DR 101 basics, financial management, procurement, subrecipient oversight, labor compliance, including Section 3, Davis Bacon, and FHEO, and other cross cutting requirements for the State and its partners, subrecipients, and developers. In addition to formal trainings, the Civix team is prepared to provide technical assistance in the form of a written guidance that can be provided to staff, contractors, developers, subrecipients, or other key partners, verbal on-call guidance needed on an ad hoc basis, and the development of slide decks/PowerPoints available for a presentation, document or program checklists, and other means.

Experience – As a measure of our team's capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task.

State of California: Civix assisted the California Department of Housing and Community Development with the development of its monitoring and compliance policies for all grants from CDBG-NDR to the CDBG-DR and MIT grants from 2017-2024. As part of this assistance, our team worked with HCD to develop a robust training and capacity building curriculum for HCD staff as well as its subrecipients. Through our continuous work with them, our team has covered numerous topics from CDBG-DR basics to duplication of benefits, Anti-Fraud, Waste, and Abuse, and labor compliance. We work on a regular basis with HCD to determine priority training topics and adjust the curriculum to meet their needs.

Florida Commerce: The Civix team supports Florida Commerce's monitoring team as they monitor subrecipients from hurricanes Hermine, Matthew, and Sally. Throughout this engagement, our team has provided numerous training and technical assistance sessions to Florida Commerce and its subrecipients as a critical part of the monitoring process. In addition, we provided training sessions for Florida Commerce staff as a part of program launch to ensure understanding of all aspects of managing subrecipients.

HUD Technical Assistance: Civix supports multiple HUD TA clients across the country in the launch of their CDBG-DR programs. As part of these engagements, our team provides intensive training and technical assistance to grantees to develop build knowledge and

develop policies and procedures to ensure the grants are set up for compliance. Training, technical assistance, and capacity building are the cornerstone of these engagements. For each of the grantees, our team has provided training on topics including CDBG-DR 101, subrecipient management and oversight, and cross-cutting items such as duplication of benefits, FHEO, and labor compliance.

Task 12 – 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



Figure 12: Client Engagement

For this effort, the Civix team will meet with DCR and determine the level of desired training, capacity building, and technical assistance. Based on these discussions, Civix will prepare a tailored approach that provides targeted assistance and services needed to be successful and compliant in project implementation. This follows our emphasis of the importance of ensuring core administrative principles, such as procurement and financial management, are in place prior to moving forward with grant implementation. This may require setting up internal technical assistance sessions with coordinating State departments, such as

accounting/finance and purchasing, to ensure that all departments that are part of the implementation of the CDBG-DR grant are aware of the federal requirements.

In addition, Civix recommends setting up a robust onboarding/training process for subrecipients who will administer CDBG-DR funds on behalf of DCR. The Civix team will work with DCR to identify the key cross cutting topics which are recommended for subrecipients prior to implementing funds and create a training curriculum to implement these trainings. Our experience has shown us that for large-scale grants such as this one, subrecipients are in need of continuous trainings throughout the implementation process. Therefore, the curriculum will dictate the priority areas at different points of the grant implementation process. In addition, these trainings can be utilized as part of the monitoring process if there is specific area in need as a result of a monitoring.

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.

Civix has 40 years of experience in the administration of relocation assistance benefits to displacees in compliance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA), for federal and federally assisted Programs, Public Law 91-646, as amended, 42 U.S. Code Chapter 61; the Uniform Regulations contained in 49 C.F.R. Part 24.

A significant revision and final rule amending the URA became effective June 3, 2024. The revisions to the URA enhance protections for individuals and businesses by increasing benefit levels for inflation, eligibility for certain fees, better relocation planning, improvement for the selection of comparable replacement dwellings, and the expansion of the definition of displaced persons to include temporary displacement and tenants in properties being purchased in a voluntary acquisition program. Civix's relocation subject matter experts have updated its internal relocation workflows, processes, and relocation documentation including written notices to align with the recent URA revisions.

Civix ensures that all persons displaced by a project are entitled to 1) relocation assistance advisory services; 2) easy access to information and services available under the relocation assistance program; 3) adequate public awareness about the relocation assistance program; 4) written notices to ensure displaced persons are fully informed of available benefits and services, and their rights under the relocation assistance program; 5) right to appeal the agency determinations concerning relocation assistance benefits and services; and 6) preservation of their civil rights.

Experience – As a measure of our team's capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task.

State of Louisiana Coastal Protection and Restoration Authority: Our team is currently preparing the Relocation Assistance Plan framework and administering relocation assistance benefits for the Southwest Coastal Louisiana Nonstructural Coastal Storm Damage Risk Reduction Project (SWCLA), a partnership between the U.S. Army Corps of Engineers, Rock Island District and the State of Louisiana Coastal Protection and Restoration Authority. The SWCLA Project located in Cameron, Calcasieu, and Vermilion Parishes is intended to reduce the risk of damages caused by hurricane and storm surge in the project area through a number of risk reduction measures including the elevation of eligible residential structures to the 100-year base flood elevation based on 2075 hydrology. Civix's relocation subject matter experts have created the relocation plan framework for administering relocation benefits to temporarily displaced residential tenant-occupants.

Ascension Parish Government: Since 2017, Civix has supported Ascension Parish Government in the acquisition of required rights of way and the relocation of displaced homeowners and tenants in connection with the Move Ascension Project.

With 40 years of acquisition and relocation experience, Civix has consistently administered relocation benefits to businesses, tenants and homeowners impacted by public works projects. Civix's acquisition and relocation files for federally funded projects have been audited by various administrative oversight agencies and in all instances our project files were determined to comply with the URA, thus resulting in successful audit reviews.

Task 13 – 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

Civix is qualified to lead or support Relocation Program (URA/TRA) Development and Compliance Support. To support the anticipated deliverables, Civix will provide the following services:

- Review existing relocation policies, procedures, SOPs, and workflows for various relocation programs to ensure compliance with the URA, and provide revisions where needed to comply with the URA. If needed, Civix will prepare relocation policies, procedures, SOPs, and workflows for various programs in accordance with the URA.
- Provide technical guidance in the areas of early project assessment, information gathering and relocation planning, required URA notices, determinations of eligibility requirements, identification of comparable replacement dwellings and business locations, and administering payments and final moves.
- Create application review tools for relocation eligibility and benefit determinations, such as application review templates to guide staff through the review process and ensure consistency. Key criteria will be developed to establish occupant status (owner, tenant, business), length of occupancy, eligibility for specific payments, income eligibility for certain programs, and other key information. Civix's eGrants and eGrants Buyout software are proven tools for grantees to manage HUD-funded programs and a single portal accessible to subrecipients, including local governments, non-profit service providers, developers, homeowners, and renters. eGrants has an existing workflow that allows project and subgrant applications to be processed, from submission, through verification of eligibility, calculation of award, award acknowledgement, closing, and where applicable, monitoring of construction, executions of buyouts, payment, and requisition of funds. eGrants also has an existing Data Warehouse which can be used to house third-party data from individuals, federal agencies, or other parties if the client requires.
- Prepare compliance monitoring tools, such as checklists to provide project sponsors with tools for preparing and organizing relocation files. The checklists will include a list of items required in each relocation file for residential owner-occupied, tenant-occupied, non-residential, and temporary relocations. The checklists will be used to ensure that relocation files include all requisite documentation to support agency level audits and certification of URA compliance.
- Prepare required relocation notices such as the General Information Notice, Notice of Relocation Eligibility, and 90-Day Notices in accordance with the URA.
- Assist in developing effective correction action plans to address when URA violations exist such as when persons are identified as displaced without having received the required notices, timely relocation assistance, or accurate moving payments or replacement housing payments. To prevent non-compliance, Civix will assist with reviewing existing policies and procedures, or create new policies and procedures to provide accountability and to implement necessary procedural changes to ensure agency staff and/or subrecipients understand and plan ahead for relocation activities.
- Prepare URA training materials and conduct sessions with staff and subrecipients including but not limited to topics such as URA Overview and Scope, Project Planning, Temporary Relocation, Residential Relocation, Nonresidential Relocation, Recordkeeping and Oversight, and other related topics. Prior to creating training materials, a needs assessment or survey to identify the specific URA knowledge gaps or areas where training is needed may be beneficial. Post-training evaluation surveys

are recommended to measure training effectiveness and refine future training sessions in areas where needed based on the post-training surveys.

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.

Civix staff brings extensive expertise in leading CDBG-DR funded outreach and engagement support, including the development of communications strategies and public information roles. Our team is well equipped to support the state with disaster recovery related communications, having played that role in major disasters across the country. During the Action Plan phase of recovery, we develop key materials, including branding, template documents, and websites or web content in alignment with the CDBG-DR requirements that must be met for public meetings and outreach to impacted communities and stakeholders. We ensure that documents meet federal requirements for accessibility and language translation and that the state's HUD Citizen Participation Plan accurately reflects CDBG-DR requirements.

Our team has led statewide public and stakeholder engagement campaigns for some of the country's largest disasters, and we ensure that outreach is conducted to required stakeholders and that there is robust participation reflecting the disaster impacted areas. We leverage existing networks, social media, and traditional media to inform the public about the disaster impacts and opportunities to engage in the recovery efforts.

Our team also understands the need to maintain communication and public reporting throughout the lifecycle of CDBG-DR grants. We understand the need to communicate successes, program changes, and challenges to the public and create communications and media to showcase how CDBG-DR funds are spent. We do this through creating traditional media, social media, and online reporting portals that show case how CDBG-DR program dollars are being invested to address recovery and mitigation needs.

Experience – As a measure of our team's capabilities, Civix provides sample projects that demonstrate our experience delivering the services under this task

State of California: Civix assists the California Department of Housing and Community Development with communications, branding, accessibility, translation, stakeholder engagement, and public meeting support for all grants and programs from CDBG-NDR to the CDBG-DR and MIT grants from 2017-2024.

City of Mobile: Civix currently supports the City of Mobile's CDBG-DR program implementation. It successfully led a robust communications and outreach campaign to support the City's Local Recovery Plan development – including large-scale public meetings, communications and branding support, and development of CDBG-DR fact sheets and FAQs. For program implementation, Civix supports the development of CDBG-DR program communication materials and is creating a reporting platform for tracking CDBG-DR program spending.

Baldwin County: Civix supported the development of Baldwin County's CDBG-DR Local Recovery Plan including public information and communications support. Civix develop CDBG-DR 101 presentations and briefings for public meetings, facilitated meetings with

elected officials, and directly engaged stakeholders in the recovery process. Our team managed the Local Recovery Plan process, including press releases, HUD required notices, and public updates throughout the effort. We also led large-scale design charrettes to inform program design for CDBG-DR programs.

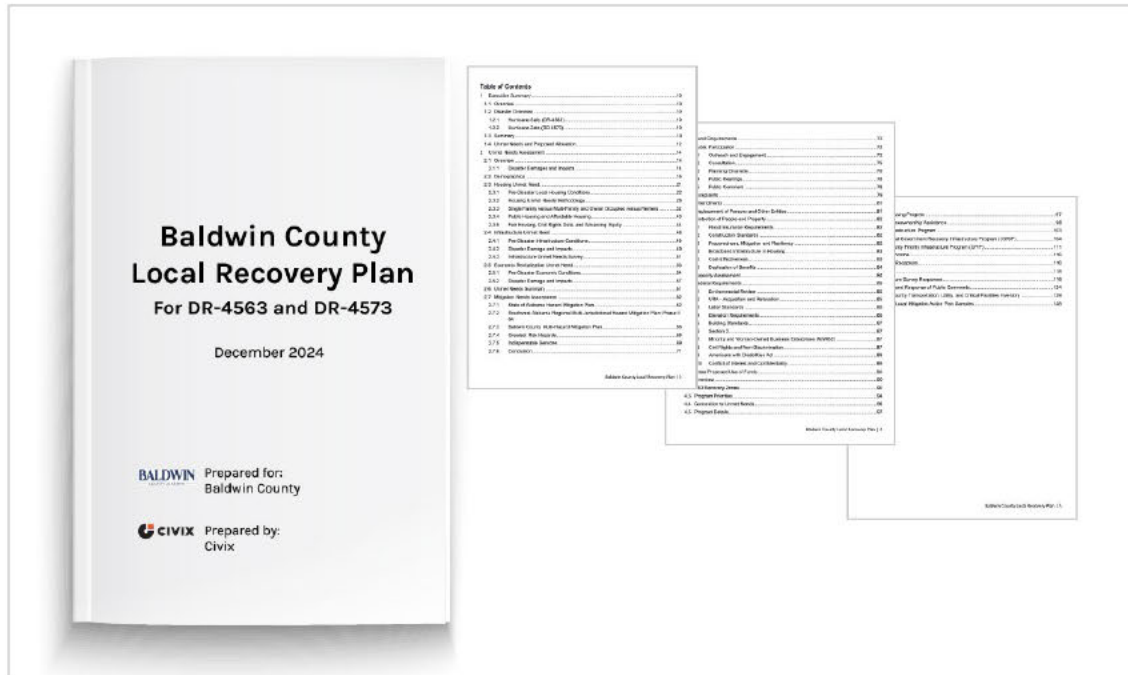


Figure 13: Baldwin County Local Recovery Plan

Task 14 – 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

Our team of subject matter experts are ready to assist the state with full scale communications, public information, and outreach support. The following provides an overview of our approach to developing anticipated deliverables under this RFP.

- **Communications protocols** – We develop and implement standards for crisis communications, public inquiries, and media responses. We understand the critical timeline from the disaster impact and delays that occur between responding to an emergency to long term recovery. We are well equipped to develop communication materials, briefings for public officials, traditional press releases, and tailor briefings to meet the communications needs of state staff throughout the response and recovery process.

- **Branding** – Develop a logo, brand, and standardized materials, including CDBG-DR fact sheets and flyers. We develop style guides and brands for disaster recovery programs, including developing new or utilizing existing branding guides to develop a cohesive look for all materials developed as part of this contract. Our team can work with DCR to develop a style guide, sample documents, and templates to present a cohesive public brand for the funding and the agency.
- **Public websites** – We design and maintain a public website, including regular updates aligning with HUD requirements or develop written and graphic content for use on an existing CDBG-DR or state website. Our developers and GIS professionals assess the reporting and website needs and create comprehensive work plan to address such needs. This can include creating text for inclusion on an existing website or designing and building a website from scratch to meet the needs of the recovery. Deliverables are produced in compliance with HUD CDBG-DR website requirements.
- **Accessibility** – We conduct ADA and 508 compliance for documents, graphics, and websites to ensure compliance with federal and state requirements. Depending on requirements and needs, our team is equipped to create templates that are ADA compliant for Microsoft Suite or Adobe Suite documents, as well as custom website developments. At a minimum our team will review required CDBG-DR documentation for ADA compliance prior to posting to the DCR website.
- **Language Access** – Our team of CDBG-DR subject matter experts will develop and update Language Access Plans, analyze Limited English Proficiency requirements for CDBG-DR documents and outreach efforts that meet state requirements, and facilitate the translation of documents as needed to meet HUD or state language access requirements.
- **Citizen Participation Plan** – Our team understands how to update existing or create Citizen Participation Plans that meet HUD regulations and align with CDBG-DR requirements. Upon award, our team will review DCR's Citizen Participation Plan to ensure it meets CDBG-DR requirements for all disasters that DCR manages.
- **Guidance documents for external messaging and branding** – We develop talking points for staff and elected officials to discuss key updates from disaster impacts and program updates. These resources are established for each disaster and tailored for DCR staff throughout the lifecycle of the grant – from Action Plan and initial outreach, to program design, to program launch, and through closeout of the grants. We outline communications protocols and identify key grant milestones throughout the life of the grant.
- **Public engagement** – Our team develops outreach and engagement plans based on DCR's current grants and tailors the plan to the phase of recovery each grant or program. Our team designs outreach and engagement plans to align with HUD requirements around stakeholder consultations and public engagement

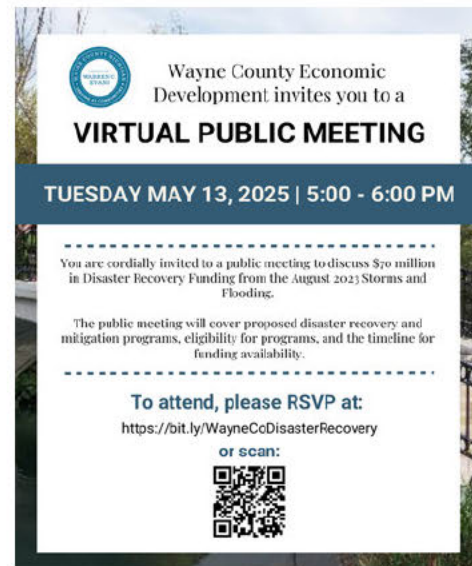


Figure 14: Public Meeting Invitation

requirements, but also layers in state outreach requirements and preferences to ensure that disaster impacted communities have an opportunity to fully engage in the planning, program design, and implementation process. We scale up and scale down our outreach to meet the needs of the grant, but are well-positioned for statewide public meetings campaigns, direct homeowner engagement, to stakeholder consultations to inform ongoing program implementation and design.



Figure 15: Planning Charette & Stakeholder Meeting

Task 15 – Grant Management

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

The Civix team provides the full range of grant administration services required for the successful and compliant implementation of CDBG-DR funding. Civix has a deep understanding of HUD programs, including CDBG, CDBG-DR, HOME, ESG, and more, and is a trusted source for guidance on HUD issued policies and procedures for clients and is a contractor to HUD itself.

We stand ready to work closely with the DCR in support of its recovery efforts. As the State moves into program implementation, the Civix team will ensure that implementation processes are developed in compliance with the agreement with ADECA. From financial reviews and budget tracking to cross-cutting requirements, to progress reports, to monitoring and closeout, Civix will provide the management support needed at each stage of the grant cycle for DCR to meet its grant requirements. Our deep understanding of CDBG-DR programs ensures that proposed activities are vetted, cost effective, and can be delivered timely, compliantly, and effectively. Our team of grant management experts work in CDBG-DR program design, implementation, and closeout day in and day out, and will work hand in hand with the DCR to refine activity proposals and confidently move funds under agreement.

Our team understands that successful program launch is critical to the long-term success of CDBG-DR programs and our team brings the experience and understanding of HUD programs to ensure project success from the beginning. Our team includes subject matter and regulatory experts who bring the knowledge and experience DCR needs to avoid pitfalls and build off best practices in the launch, implementation, and oversight of CDBG-DR programs. We understand how to balance the pressure of launching the program while ensuring that the programs are compliant and set up for long-term success. Based on the programs proposed in the Action Plan, our team is prepared to ramp up staff to assist with

program design, launch, application intake and review, training of subrecipients and contractors, procurement, environmental, and execution of contracts, among myriad other services. Presented below are a selection of the programs our team has launched.

Experience – As a measure of our team’s capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task

State of California: Civix supports the California Department of Housing and Community Development with the management and oversight for all grants from CDBG-NDR to the CDBG-DR and MIT grants from 2017-2024. As part of this assistance, our team worked with HCD in all aspects of grant implementation. Our team supports the implementation of single family housing, multi-family housing, planning, public services, infrastructure, workforce development, mitigation, tribal planning programs. This support includes grant oversight, subrecipient management, monitoring and compliance, and leadership support.

City of Mobile: Civix currently supports the City of Mobile’s CDBG-DR program implementation. Our team supports all aspect of the implementation of the CDBG-DR programs and projects. The Civix team works directly with the City leadership to ensure programs are designed and implemented compliantly and within the performance periods.

HUD Technical Assistance: Civix supports multiple HUD TA clients across the country in the launch of their CDBG-DR programs. As part of these engagements, our team provides intense technical assistance to grantees to build grant management capacity. Our team works directly with grantees to ensure they are developing the correct skills and staffing to properly manage the grant.

Task 15 – Anticipated Deliverables

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

Our team of SMEs and grant managers are prepared to support DCR in all aspects of grant management. As a standard practice, our team assesses grant management needs and institutes internal controls that are compatible with existing procedures and in line with local, state, and federal requirements and provide an overall administrative approach, including identification of key roles and responsibilities. These controls govern critical processes and activities, including timekeeping and fiscal management, procurement, contract management, record keeping, citizen participation, accessibility, and reporting. Civix packages these processes and policies into a CDBG-DR Administration Manual that provides clarity to staff, local partners, and future auditors on the management of these funds. We will leverage the State’s existing materials, where possible, reviewing for HUD compliance, addressing gaps, and setting up a process to maintain the manual over the life of the grant. Having a plan to maintain these policies is critical as they serve as a guiding document for DCR and its subrecipients to understand the CDBG-DR requirements. Furthermore, HUD will request regular reviews through their monitoring process and expects that the State is updating its manual to account for the ever-changing grant implementation process.

Setting up project controls and reporting mechanisms is critical for structuring CDBG-DR programs from day one. We understand the importance of establishing reporting structures that can grow as the programs develop – from Action Plan to policies and procedures,

through program launch and implementation, and through closeout. Our team uses Microsoft Teams (with a file system based in Microsoft SharePoint), including a file structure that aligns with administrative, programmatic, outreach, and Action Plan channels. This structure allows a low-barrier way to get the State's grant process up and running without adapting to a new grant management system. In addition, we bring a standard reporting structure that meets State internal reporting, HUD required reporting (through DRGR and QPRs), and public facing reporting needs and requirements.

As CDBG-DR programs are stood up, each program or administrative function will have a set of timelines, goals, performance metrics, and deliverables that our team will report up to DCR on a regular basis. These are used to track launch progress and implementation status and to roll up to key metrics including program expenditures in the MID areas and tracking to the LMI overall benefit requirements.

A critical part of grant management is developing and maintaining program records. The Civix team brings a thorough understanding of HUD expectations with respect to records management. Key members of our team have worked for state and local programs administering federal recovery funds and offer invaluable perspective on the importance of consistent and accurate record keeping beginning on day one. We have led and supported the development and implementation of record keeping protocols at both state and local levels and we have provided training directly to grantees and their subrecipients on proper file creation and maintenance. We will partner with DCR and its subrecipients to assess existing policies and meet the records management needs for these funds, ensuring that clear, relevant guidance is provided to all parties.

During program launch, our grant administration team will work with DCR staff to support the setup of approved programs and projects in the DRGR and other systems as directed by DCR. The team will develop electronic reporting processes for the submission of invoices, labor compliance reports, Section 3, and M/WBE reports.

In addition, throughout the grant implementation, our team will continue to work with DCR and its subrecipients on a regular basis to ensure that programs are on track and within their appropriate periods of performance. Key to this success is constant communication with subrecipients, engagement with stakeholders, and tracking and reporting progress internally.

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.

If ordered, Civix is well-equipped to assist with the design and detailing of technical specifications for DCR's System of Record. Our team brings deep expertise in system architecture, data governance, and enterprise technology standards, ensuring that all specifications are aligned with DCR's operational needs and long-term strategic goals. We work collaboratively with stakeholders to define system requirements, data models, integration points, and security protocols, translating complex business processes into clear, actionable technical documentation.

Civix's approach emphasizes scalability, interoperability, and compliance with industry best practices. By leveraging our experience in public sector systems and modern technology

frameworks, we ensure that the System of Record is robust, adaptable, and future-ready. Our detailed specifications serve as a foundation for successful implementation, minimizing risk and facilitating efficient development and deployment. Through this process, Civix helps DCR establish a reliable and sustainable system that supports accurate data management and informed decision-making.

Experience – As a measure of our team’s capabilities, Civix provides sample projects that demonstrates our experience delivering the services under this task:

Supporting the **Restore Louisiana Homeowner Assistance Program**, our team collaborated with the client to architect and implement a robust AWS-based infrastructure tailored to support our latest instance of eGrants. We were responsible for designing the technical specifications that would ensure scalability, reliability, and performance under high user demand. Anticipating a significant volume of online applicants, we engineered a cloud environment leveraging scalable EC2 instances, auto-scaling groups, and elastic load balancers to dynamically manage traffic and maintain system responsiveness.

Our approach included detailed capacity planning, performance modeling, and dev-ops deployment strategies to ensure the environment could scale seamlessly during peak usage periods. We also collaborated closely with the client’s technical stakeholders to align the system architecture with business requirements, compliance standards, and long-term operational goals. This experience demonstrates our ability to translate complex functional needs into scalable, secure, and resilient technical solutions for mission-critical systems. This strategy and implementation workflow is how the Civix team approaches every new instance of eGrants. We support both Civix managed cloud infrastructure as well as client managed cloud infrastructure.

State of Nevada Department of Transportation: Civix supports the State of Nevada Department of Transportation in maintaining GIS data and applications for the Right of Way Division. The effort to create the GIS mapping and application development for the approximate 5,000 miles of right of way was managed through an Agile framework. Project dashboards were created to monitor daily progress and to provide weekly and quarterly snapshots for NDOT executives. The project was successful in meeting and exceeding expectations of reducing NDOT Right of Way staff research time through the development of the right of way GIS and the integration of the right of way GIS system with NDOT’s System of Record for right of way deeds, agreements, contract plans, maps, and other documents.



Figure 16 NDOT Project Dashboard

Task 16 – Anticipated Deliverables

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

In support of DCR’s system of record, Civix will deliver comprehensive workflow and technical specification documentation that clearly defines system architecture, data flows, user interactions, and integration points. These deliverables will be tailored to DCR’s operational requirements and aligned with industry best practices to ensure clarity, consistency, and scalability. Civix’s documentation will serve as a foundational reference for development, testing, and future enhancements, enabling seamless collaboration across technical and business teams. Aspects of the documentation include:

- Detailed process workflows mapped to business functions
- Technical specifications including data models, APIs, and security protocols
- Integration strategies with existing systems and third-party platforms
- Reporting framework leveraging AWS QuickSight for real-time analytics and visualization

In addition, Civix will provide project management and monitoring services to ensure the successful implementation and ongoing performance of the SOR. Our experienced project managers will oversee timelines, resource allocation, and risk mitigation, while maintaining transparent communication with DCR stakeholders. Civix will also implement monitoring tools and dashboards to track system health, user activity, and data integrity, ensuring the SOR remains reliable and responsive. Benefits and outcomes of such an approach include:

- End to end project oversight with milestone tracking
- Agile management practices for iterative delivery and stakeholder feedback
- Performance monitoring and reporting via AWS QuickSight dashboards
- Continuous improvement recommendations based on system usage and analytics

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.

Civix proposes the following key personnel for the labor categories included in our pricing. Resumes for key personnel are included in this section.

Table 4: Staffing Table

Labor Category	Key Personnel
Project Director	Mona Nosari – Civix
	Drew Petrillo – Civix
	Scott Dillon – Everblue
Project Manager	Monica Banks – Civix
	Jared Genova – Civix
	Mark Goetz, GISP – Civix
	Hubert Graves – Civix
SME I	Jane Dufour, AICP – Civix
	Susan Hale – Civix
	Ella Landis – Civix
	Jared Lee – Civix
	Angie Traill – Civix
	Traci Watts – Civix
Senior Grant Manager	Randy Brown – Civix
	Keri Caillet – Civix
	Rawleigh Greenhalgh – Civix
	Megan Hruska – Civix
	Patrick Roberts – Civix
	Leigh Scudder – Civix
	Jamiela Sekou – Civix
	Lacey Sigmon – Civix
	Andrala Walker – Civix
	Brenda Wu – Civix
	Margaret Robinson – Everblue
	Luke Gebhard – Everblue
Grant Manager	Erica Verma – Civix
	Sheryl Westbrook – Civix
	Patricia Weisner – Civix
Technical Manager	Siera Singler, PMP – Civix
	Lucas Yanetsko – Everblue
Grant Analyst	Jennifer Barnes – Civix
	Julius Thompson-Hicks – Civix
Senior Planner	Nate Buckley, MSCRP, AICP – Civix
	Maggie Calmes – Civix
	Michele Plaugic, AICP – Civix
Planner	Kayla Lumpkin – Civix
	Annie Stocklin – Civix

Mona Nosari

Project Director

Mona Nosari is Vice President of Right of Way Management at Civix and has over forty (40) years of successful implementation of right of way acquisition and relocation projects on behalf of the U.S. Army Corps of Engineers New Orleans District, the Coastal Protection and Restoration Authority, the Louisiana Department of Transportation and Development, and levee districts, flood authorities, and municipalities throughout Louisiana.

Ms. Nosari is experienced in all facets of acquisition and relocation processes including title research and preparation of abstracts of title, coordination with project surveyors and appraisers, negotiations, curative title, closings and administering relocation assistance benefits to displaced individuals, families, businesses and farm operations, and non-profit organizations in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA), as amended. Ms. Nosari provides instructional guidance and oversight to the Right of Way Management team to ensure fair, equitable, and consistent treatment for all parties affected by federally funded projects and also conducts project audits to ensure URA compliance for acquisition and relocation activities.

RELEVANT PROJECT EXPERIENCE

Southwest Coastal Louisiana (SWCLA) Nonstructural Storm Damage Risk Reduction Project (LA-0020)

Client: Louisiana Coastal Protection and Restoration Authority (CPRA)

Description: Congress authorized the SWCLA project in the Water Infrastructure Improvements for the Nation Act of 2016. Funding for the project was secured through the Infrastructure Investment and Jobs Act of 2022. The SWCLA project is a partnership between the U.S. Army Corps of Engineers (federal sponsor) and the Louisiana Coastal Protection and Restoration Authority (non-federal sponsor). Located in Cameron, Calcasieu, and Vermilion Parishes, the project is intended to reduce the risk of damages caused by hurricane and storm surge in the project area through a number of risk reduction measures, including the elevation of eligible residential structures to the 100-year Base Flood Elevation based on 2075 hydrology.

CPRA engaged Civix to provide program implementation including title research and preparation of title reports, GIS mapping, landowner coordination, and relocation assistance to temporarily displaced tenants. Civix has established the relocation assistance framework for the project including preparation of written notices and relocation documentation and templates used to calculate temporary relocation assistance benefits such as temporary housing, meals and incidentals, and moving costs.

Project Role: Mona serves as Principal-in-Charge and provides the project framework and processes for the conduct of title, landowner coordination, and relocation assistance.



QUALIFICATIONS

- 40 years of right of way acquisition and relocation experience
- Works with local, state, and federal agencies
- Experience in land inventorying and land information management solutions

EDUCATION & TRAINING

- Undergraduate Studies, University of New Orleans
- U.S. Department of Transportation Federal Highway Administration - Effective Right of Way Acquisition and Property Management
- Principles of Right of Way Acquisition
- Basic Relocation
- Advanced Relocation
- Business Relocation
- Relocation Assistance and Payments Course
- FHWA Right of Way and Relocation Workshop

REGISTRATIONS/ CERTIFICATIONS

- American Bar Association -
- Paralegal Certification
- Local Public Agency Core Training Module, November 2016

Move Ascension Turnkey ROW Acquisition Projects

Client: Ascension Parish Government/HNTB Corporation

Description: The Move Ascension Initiative is a \$35 million transportation infrastructure improvement program developed to safely move traffic within Ascension Parish through the design and construction of roadway improvement projects identified during the Master Transportation Planning Development phase. Beginning in 2017, Civix established the Ascension Parish Right of Way Acquisition Implementation Plan in compliance with state and federal policies. The plan provides right of way acquisition and relocation procedural guidance; includes forms and templates that can be utilized by other right of way contractors providing acquisition and relocation services for the Move Ascension Initiative; and is essential for uniformity and consistency in right of way acquisition and relocation activities. To date, Civix has completed acquisitions and relocations for 12 Move Ascension projects including roadway widening, roundabouts, and new corridors. Our team of right of way professionals focus on compliance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and understand the importance of procedural documentation. Civix's acquisition and relocation files for state and federally funded projects have been audited by the Louisiana Department of Transportation and Development, all of which resulted in compliance, project certification, and funding assurance. Civix's role has expanded since project inception in the areas of legal descriptions and right of way map reviews, GIS application development, and litigation support. Civix is currently engaged in 5 right of way acquisition and relocation projects for roadway widening and roundabout projects in Ascension Parish.

Project Role: Mona is the Principal-in-Charge and Program Director of the Move Ascension Initiative. She provided the framework, procedures and program templates for the Move Ascension Program and works closely with right of way and relocation agents to ensure Uniform Relocation Act compliance and to mitigate risks associated with expropriations.

Andrew Petrillo

Project Director

Andrew "Drew" Petrillo is a skilled Web and Application Developer with over 22 years of experience developing Web, Client Side, Service Oriented and Mobile applications using the latest methodologies, API Utilization, and third-party library integration. He brings extensive experience developing applications to support disaster recovery efforts in New York and Louisiana.

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

RELEVANT PROJECT EXPERIENCE

North Carolina CDBG-DR MIT Staff Augmentation

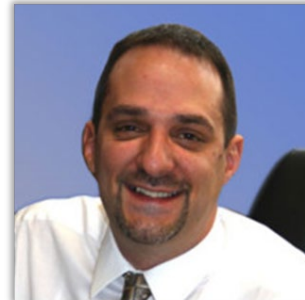
Client: North Carolina Office of Recovery and Resiliency

Description: Civix has provided key personnel to NCORR in the areas of planning and program support, quality assurance/quality control, and custom web portal development. In our role as planning and program support subject matter experts and QA/QC specialists, we have worked closely with NCORR staff as key advisors on operational efficiency, policy matters, and regulatory compliance. In the capacity of a software developer, we have led the development of the North Carolina Accountability Dashboard, NCORR's web-based Esri-built public portal, built in coordination with the North Carolina Government Data Analytics Center (GDAC) and the North Carolina Department of Information Technology (DIT). Civix was also tasked with delivering programmatic production reports within the State's System of Record, Salesforce, which included generating reporting metrics, tools, and visual analytics.

Project Role: Drew served as Senior Data Analyst, during which time he worked closely with NCORR and its partners to lead the development of the Accountability Dashboard. He led the efforts of defining the data models to be used in reference to the programs that NCORR was supporting as well as defined the data queries that populated the various UI's that powered the dashboard. Drew also supplied management with various report print outs illustrating the datasets and filters being applied for each program. He worked closely with GDAC to direct and define the processes required to establish a successful data-driven UI.

North Carolina Office of Recovery and Resiliency HOPE Program Staff Augmentation

Client: State of North Carolina



QUALIFICATIONS

- Over 22 years of experience as a professional software developer
- Extensive experience designing software to manage FEMA and HUD recovery programs
- Experienced in Web, Client Side, Service Oriented and Mobile development
- Expert using the latest methodologies, API Utilization and 3rd party library integration
- Experience with full software development lifecycle

PROGRAMMING LANGUAGES/PLATFORMS

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

ENVIRONMENTS

- Windows, MAC OS, Ubuntu

SOFTWARE

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

Description: As a subcontractor to Hunt, Guillot & Associates, MB3, DBA Civix, was responsive to the call from NCORR for support on its Housing Opportunities and Prevention of Evictions (HOPE) Program, which provides critical funding to low-to-moderate income households in the forms of emergency rental and utility assistance to prevent homelessness and improve housing stability amidst the COVID-19 pandemic. Building on Civix's work with NCORR on its CDBG-DR and CDBG-MIT funding, our team has shifted to the HOPE Program to provide support in the areas of case management, file reviews, stakeholder outreach, and data management and reporting.

Project Role: Drew served as IT/Reporting Manager for this assignment.

LA OCD eGrants for Restore20 Homeowner Recovery Programs

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

Description: Civix created the software application that facilitates Louisiana's implementation of their response to the events of hurricanes Laura, Delta, Ida, and the May 2021 Severe Storm. Civix has delivered instances of eGrants to manage Louisiana's homeowner assistance program and its housing buyout programs. OCD-DRU engages Civix to support its critical efforts to implement the overall recovery activities for the \$3 billion dollars in CDBG-DR funding available for all eligible storms. Specific tasks are the availability of technical helpdesk support to enable staff members and applicants can properly move through the program's workflow, creation of new features, create software enhancements to improve workflow, and maintenance of the systems supporting the state.

Project Role: In his role as Project Director, Drew leads the management and oversight of the technical and client services teams.

State of Louisiana Emergency Rental Assistance Program

Client: State of Louisiana Office of Community Development

Description: In December 2020, the State of Louisiana received \$161 million in emergency rental and utility assistance funding to address critical needs arising from the impacts of COVID-19. As part of the team providing overall program management services to the state, Civix has and continues to support program development, the development of policies and procedures, outreach and communications, and data analytics.

Project Role: Drew serves as IT/Reporting Manager. Drew's role has included facilitating the transition of data from an initial database to the current system of record, developing and maintaining a tool to track and report on outreach activities, and data analytics.

State of California RecoverCA Program Management Software

Client: State of California Department of Housing and Community Development

Description: The State of California has received more than \$1 billion to recover from recent disasters. The state contracted with Civix in 2019 to provide a system of record to manage its Owner-Occupied Repair and Rehabilitation Program. Civix delivered its eGrants product as the solution to facilitate the state's management of the program. The system includes a public facing portal for homeowners to register for assistance and submit an application, as well as a staff interface that comprises the full workflow from eligibility and benefit determination, to construction, to closeout.

Project Role: Drew serves as IT/Reporting Manager.

eGrants Application Support

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

Description: Civix serves as the technical support team for the programs that Louisiana implemented as their response to the events of hurricane Katrina (Road Home), the Great Floods of 2016, and Flood Plain Management. OCD-DRU engages Civix to support its efforts in areas critical to the implementation of the overall recovery activities, and the design of the state's specific recovery programs. Specific tasks are the availability of technical helpdesk support to enable staff members and applicants can properly move through the program's workflow, create software enhancements to improve workflow, and maintain the various system implementations software requirements.

Project Role: Drew serves as the Program Manager.

Monica Banks

Project Manager

Monica Banks is an IT Project Management and Business Analysis professional with over 20 years of experience delivering client services as a Project Lead, Project Manager, Lead Business Analyst, Process Improvement, and Quality Assurance Software Tester. Her experience includes leading front end user interface migration for legacy internal applications, conducting requirements analysis, and operational process enhancements. Monica has a successful record of developing processes for improved system accessibility and operational efficiency.

RELEVANT PROJECT EXPERIENCE

LA OCD eGrants for Restore20 Homeowner Recovery Programs

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

Description: Civix created the software application that facilitates Louisiana's implementation of their response to the events of hurricanes Laura, Delta, Ida, and the May 2021 Severe Storm. Civix has delivered instances of eGrants to manage Louisiana's homeowner assistance program and its housing buyout programs. OCD-DRU engages Civix to support its critical efforts to implement the overall recovery activities for the \$3 billion dollars in CDBG-DR funding available for all eligible storms. Specific tasks are the availability of technical helpdesk support to enable staff members and applicants can properly move through the program's workflow, creation of new features, create software enhancements to improve workflow, and maintenance of the systems supporting the state.

Project Role: Monica serves as a Business Analyst.

Restore Louisiana Homeowner Assistance Program (RLHAP)

Client: State of Louisiana Office of Community Development

Description: This program provides grants to eligible homeowners who were impacted by March and August 2016 floods. Civix's eGrants supports the state in this initiative with Homeowner survey and application workflows, Program Eligibility, Case Management, Verification of benefits, Grant Award, Closing, Construction, Inspection, Payments, Change Orders and Adjustment workflows.

Project Role: Monica serves as a Business Analyst.

Road Home Program and Louisiana Land Trust

Client: State of Louisiana Office of Community Development

Description: Civix delivered and maintains several instances of its eGrants software in support of LA OCD's housing recovery programs dating back to 2006. eGrants has served as the system of record for LA's Road Home Program and the LA Land Trust property dispositions, among others.

Project Role: Monica serves as a Business Analyst.



QUALIFICATIONS

- 20 years of professional experience
- User Interface Migrations
- GAP Analysis

EDUCATION & TRAINING

- B.S. Mathematics, 1994, Loyola University, New Orleans, Louisiana
- Marketing Certificate, 2015, Tulane University, New Orleans, Louisiana

REGISTRATIONS/ CERTIFICATIONS

- CCMSI's Reporting system: MyReports
- CCMSI's Security and User admin system: SAT
- CCMSI's Client and Policy systems: CAST, Visions, Majesco
- CCMSI's Claim and claimant system: ICE, ICEBAR
- Agile/Scrum/Sprint Planning: JIRA and Target Process
- Document repository: Confluence
- Issue reporting/Ticketing system: LanDesk and Helpspot
- Agile Scrum Master Certified Training Courses

RELEVANT PRIOR EXPERIENCE

Capital One, New Orleans, Louisiana

Responsibilities: Monica served as a Lead Configuration Data Management and Business analyst and maintained the following responsibilities:

- Gathered and maintained Configuration Management data from trusted data sources, by ensuring data quality within the Configuration Management System, the FIS' Touchpoint System Administrator's Tool.
- Served as backup for the CBRM administrator tool, for new platform ARGO Teller application.
- Managed and executed highly collaborative efforts to ensure software configuration data and risk controls were properly implemented across multiple testing, training and production environments to meet the business and regulatory requirements and maintain the integrity of the Front-end TouchPoint platform systems.
- Organized and led detailed security and risk mitigation practices of Governance Regulatory and Compliance issues for user profile set up, as well as system access, role functionality, access for various desktops and product configuration set up with the TouchPoint System Administrator's Tool.
- Strategized with Business Analysts /Customers/Partners, IT Management, IT vendors, SOX and IT audit teams, Access and Identity Management Teams, and the Information Security teams in providing detailed reporting to remediate or implement project solution deliverables for each TouchPoint platform role and its functionality for each desktop available for each user type within the bank's footprint to ensure all appropriate levels access were granted to TouchPoint users in accordance to job level and duties.
- Involved in key integration interfaces between Systems of Records and the Configuration Management module and front-end systems.
- Facilitated and coordinated the registration of configuration items along with the specifications and relationships required to support change management, incident and problem management processes.
- Created and maintained monthly configuration items metrics showing variances in test, training and production environment change requests.
- Documented standards, solutions, procedures and translate business requirements into technical designs.
- Developed Knowledge Transfer documents for step-by-step configuration procedures and end user documentation. Conducted training sessions.
- Mentored, trained and managed members of the technical staff and developed processes for improved system accessibility and operational efficiency.

Jared Genova

Project Manager

Jared Genova is an urban strategy, disaster recovery, and climate resilience planning specialist with nearly 15 years of experience. His experience includes development of recovery, resilience, climate action, and cultural strategies at the nexus of natural, economic, and social systems, including the development of the first resilience and climate action strategies for the City of New Orleans as well as the City's winning proposal for HUD's National Disaster Resilience Competition. He leads multi-disciplinary teams and conveys technical data for diverse audiences. Jared also has experience in Latin American and Caribbean development, disaster communications, urban design, and economic development strategy.

RELEVANT PROJECT EXPERIENCE

City of Mobile CDBG-DR Recovery Plan

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. In addition to the development of the CDBG-DR Local Recovery Plan, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate

Project Role: Jared serves as Senior Planner for the project.

Houston Housing Authority Data and GIS Services

Client: Houston Housing Authority

Description: Civix is working with the Houston Housing Authority (HHA) to update its data management and digital visualization tools, with a focus on geospatial data. HHA is seeking to use visualized geospatial data more actively to better understand its clients' and residents' needs, plan new projects and investments, and align program priorities. Civix is leading the effort to assemble HHA and public datasets; process, clean, and geocode them; and make them available via online self-service GIS tools. Civix is also preparing HHA for more comprehensive dashboarding of HHA-maintained datasets and the potential for digital automation to keep data and maps up to date.

Project Role: Jared serves as Project Manager and Senior Planner for this project.

City of Greensboro Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Housing Plan Update, and Standard Operating Procedures

Client: City of Greensboro, North Carolina

Description: Civix is currently leading the effort to develop updated housing plans and analysis for the City of Greensboro, building on previous work with the City. Civix is leveraging extensive experience with HUD-required plans to guide the City through stakeholder consultation, data analysis, program and policy review, and recommendation development for the City's Analysis of Impediments to Fair Housing Choice (AI) and Consolidated Plan. Additionally, the Civix team is managing the update of the City's housing market study and strategy HousingGSO. As part of these processes, Civix will be



QUALIFICATIONS

- 15 years of experience in urban strategy and planning
- Experienced plan development leader, partnership manager, and communications professional
- Technical skills include Adobe Creative Cloud, ArcGIS, Spanish language

EDUCATION & TRAINING

- MSC, Community and Regional Planning, 2012
University of Texas at Austin School of Architecture
- B.A., Metropolitan Studies, Urban Design and Architecture, 2009
New York University
- Rockefeller Foundation
100 Resilient Cities Fellow
2014-2015
- Techstars Amsterdam
City of 2030 Accelerator
2020

working with City staff to formalize new internal Standard Operating Procedures (SOPs) for grant management and housing program delivery.

Project Role: Jared serves as the Project Manager for this project.

City of Mobile HUD-Required Housing Plans

Client: City of Mobile, Alabama

Description: In December 2022, the City of Mobile contracted with Civix to develop the City's five-year Consolidated Plan and Analysis of Impediments to Fair Housing, HUD-required reports that support the planning and development of the City's annual grant programs. The 2023 Analysis of Impediments and 2023-2027 Consolidated Plan analyzed the impact of the City's entitlement programs at a citywide scale to effectively plan for potential affordable housing projects and funding allocations in the near future. Civix provided overall project management, supporting the City with regulatory compliance, data collection, and analysis using both local data, updated Census data sets, and the Department of Housing and Urban Development's Assessment of Fair Housing Data and Mapping Tool.

Project Role: Jared led the development of the Analysis of Impediments to Fair Housing Choice (AI) for this project

City of Norfolk CDBG Technical Assistance

Client: City of Norfolk Department of Housing and Community Development

Description: Civix is engaged with the Department of Housing and Community Development to provide on-call technical assistance and program management support across its portfolio of HUD CPD grants (CDBG, HOME, ESG). Civix supported the relaunch of Renovate Norfolk, the City's owner-occupied housing rehabilitation program, by developing the policies and procedures, application priorities, and building tools for effective program implementation. Civix also provided trainings for staff to build capacity and ensure compliance. Civix also developed the updated Analysis of Impediments to Fair Housing Choice report (AI). While the AI must meet requirements for HUD-compliance, Civix aimed to not only capture Norfolk's housing challenges, but also identify opportunities for community and economic development.

Project Role: Jared led the development of the Analysis of Impediments to Fair Housing Choice (AI) for this project

City and County of Honolulu Long-term Disaster Recovery Plan and Post-Disaster Mitigation Strategy

Client: City and County of Honolulu (O'ahu)

Description: Civix recently worked with the City's Office of Climate Change, Sustainability, & Resiliency (CCSR) on the Honolulu Long-term Disaster Recovery Plan. This is the first long-term disaster recovery plan for the City and County of Honolulu, and Civix led a team to develop the first long-term disaster recovery (LTDR) plan for the City and County of Honolulu, which covers the island of O'ahu. The LTDR serves to guide the City through the months and years following a major disaster when new resources need to be managed and leveraged while service delivery levels need to exceed normal volumes. Civix led a team to propose updates to local government and partner operations and governance structures related to disaster recovery as well as new policies, procedures, and development standards to mitigate climate and weather risks. Civix interviewed City and State officials as well as non-profit and private partners to understand blue sky and grey sky operations as well as encourage pre-disaster planning considerations. Additionally, the Civix-led team hosted a cross-sector Community Advisory Group (CAG) to source experiences with community recovery and ongoing coordination priorities. The LTDR prepares the City to access and manage critical federal funding from agencies such as FEMA, HUD, SBA, and EPA by outlining key processes, functions, and compliance considerations for multi-disciplinary public sector recovery teams.

Project Role: Jared served as Project Manager and Senior Planner and supports all aspects of the project.

Mark Goetz, GISP

Project Manager

Mark Goetz joined Civix in 2019 as GIS Director with the Right of Way Management team. Mark is a certified GIS Professional with over 25 years of experience. Mark has worked with state level transportation agencies and municipalities on right of way mapping projects. He is currently leading a multi-year GIS mapping project for the Nevada Department of Transportation. Mark also volunteers his technical knowledge on the AASHTO Committee on Right of Way, Utilities and Outdoor Advertising Control (CRUO) Technical Council on Right of Way Engineering.

Prior to his time at Civix, Mark has managed several regional planning agency GIS initiatives including aerial base mapping, regional parcel mapping with right of ways, and the deployment of cloud-based GIS infrastructure and GIS applications.

RELEVANT PROJECT EXPERIENCE

Statewide Right of Way GIS Services

Client: Nevada Department of Transportation (NDOT)

Description: NDOT retained Civix to create a GIS right of way layer of all real estate holdings of the Nevada highway system including fee, easement, and prescriptive property rights. Developed in Esri's ArcGIS Online, Civix's solution interfaces with NDOT's AX land records allowing users to obtain critical documents of interest such as purchase agreements, right of way maps, Bureau of Land Management grants, and other pertinent records. Civix implemented the project using an Agile project management approach consisting of Sprint planning, daily stand up meetings, Sprint execution, and Sprint demo/retro. This approach facilitated a functional and focused team working through interpretive mapping issues that occurred throughout the project. Following the completion of the initial multi-year project, NDOT amended Civix's contract to incorporate other real estate holdings such as lease areas and licenses, surplus, material sites, and rest areas. Currently, Civix provides maintenance, training, and other on-call support services to NDOT.

Project Role: Mark served as GIS Director/Project Manager for the initial multi-year project, as well as the subsequent phase. He is also the Project Manager for the current NDOT initiatives.

Pontchartrain Levee District GIS Web Application

Client: Pontchartrain Levee District (PLD)

Description: PLD retained Civix to develop a GIS web application focused on PLD flood control projects. The web application was developed on Esri's Web AppBuilder platform and provides the client with a simple but powerful tool for the display, monitoring and analysis of project status and infrastructure inventory.

Project Role: Mark serves as Project Manager.

Southwest Coastal Louisiana (SWCLA) Nonstructural Storm Damage Risk Reduction Project (LA-0020)

Client: Coastal Protection and Restoration Authority (CPRA)



QUALIFICATIONS

- Over 25 years of professional experience
- Deep knowledge of GIS mapping
- Experience working on state and municipal projects

EDUCATION & TRAINING

- Project Management Certificate, 2015, Charter Oak College
- Graduate Certificate in GIS, 2001, University of Connecticut
- B.S., Geology, 1997, University of Connecticut

REGISTRATIONS/ CERTIFICATIONS

- Certified GIS Professional

APPLICATION & SOFTWARE PROFICIENCY

- Esri ArcGIS Desktop and ArcGIS Server, ArcGIS Pro, Esri's Web AppBuilder, ArcEditor, and ArcGIS Model Builder
- Python scripting and SQL queries

Description: Following the completion of a feasibility study, Congress authorized the Project in the Water Infrastructure Improvements for the Nation Act of 2016 (WIIN Act of 2016). Funding for the project was secured through the Infrastructure Investment and Jobs Act of 2022. CPRA, as the Non-Federal Sponsor of the Southwest Coastal Louisiana (SWCLA) Nonstructural Coastal Storm Damage Risk Reduction Project, engaged Civix to provide program implementation, abstracting, mapping, landowner coordination, and tenant relocation services for the project. The project, which is located in Cameron, Calcasieu, and Vermillion Parishes and overseen by the U.S. Army Corps of Engineers as Federal Sponsor, is intended to reduce the risk of damages caused by hurricane and storm surge in the project area through a number of risk reduction measures, including the elevation of eligible residential structures to the 100-year Base Flood Elevation based on 2075 hydrology.

Project Role: Mark developed an ArcGIS web application on Esri's Web AppBuilder platform to support the Project in response to project needs. There are a limited assortment of GIS data and plat plans available from the Assessor's records for three Parishes involved, which Civix collected, georeferenced, and integrated into the GIS application. The web application enables internal users to easily search, reference, and identify the corresponding online Parish assessment records. The georeferenced assessor plats play a crucial role in filling in mapping gaps where the available assessor GIS datasets were incomplete or inconclusive.

Southeast Louisiana Flood Protection Authority – West Land Asset Data and Applications

Client: Southeast Louisiana Flood Protection Authority – West (SLFPA-W)

Description: SLFPA-W previously (2016-2019) retained Civix to develop a flood protection land asset database with land record documents and a supporting GIS application. Civix was recently selected (2023) to migrate the existing datasets, documents, and application to ArcGIS Online. This year, Civix was retained to add land assets filling gaps in the existing data coverage.

Project Role: Mark serves as Project Manager.

Houston Housing Authority GIS Web Application

Client: Houston Housing Authority (HHA)

Description: Civix is providing data and GIS consulting services to assist HHA with the development of analytical and visualization tools to support data driven decision-making. This allows HHA to understand potential housing project impacts and community characteristics of its existing clientele as well as existing and future housing projects. Civix assessed HHA's client and project data, built a geocoding service to locate the approximate 22,500 residential clients and 200 residential housing projects, performed an initial analysis report for the City of Houston City Council Districts with Census income and housing information combined with HHA clientele characteristics and has worked with HHA staff to establish HHA ArcGIS Online environment. Gaps and issues were identified in the HHA client data and recommendations for improvements provided.

Project Role: Mark serves as Senior GIS Analyst.

Hubert Graves

Project Manager

Hubert Graves joined Civix in 2020 and is a Project Manager in Right of Way Management. Hubert has over 37 combined years of project management and right of way acquisition and relocation experience. He is proficient in all aspects of the acquisition lifecycle including right of way map reviews, permitting, title research, preparation of abstracts of title, negotiations, curative title, and closings. Hubert administers relocation assistance benefits to displaced individuals, families, businesses and farm operations, and non-profit organizations in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA), as amended. Hubert has worked closely with project engineers, surveyors, appraisers and title attorneys in various stages of the acquisition lifecycle.

Prior to joining Civix, Hubert worked over 31 consecutive years for the Louisiana Department of Transportation and Development (LADOTD) where he held several real estate positions throughout his career, most recently as the Real Estate Administrator. During his tenure with LADOTD, Hubert successfully acquired rights of way and facilitated relocations of families and businesses for many projects in the State of Louisiana. In his capacity as Real Estate Administrator, Hubert managed the Real Estate Section including appraisal, acquisition, contracts, consultants, relocation assistance, and property management activities. He reviewed and approved relocation assistance offers, administered the Excess Property Disposal process, and maintained LADOTD publications including real estate manuals. In addition to his hands-on experience, Hubert has completed several continuing education courses with the International Right of Way Association (IRWA) and National Highway Institute (NHI).

RELEVANT PROJECT EXPERIENCE

Southwest Coastal Louisiana (SWCLA) Nonstructural Storm Damage Risk Reduction Project (LA-0020)

Client: Louisiana Coastal Protection and Restoration Authority (CPRA)

Description: Congress authorized the SWCLA project in the Water Infrastructure Improvements for the Nation Act of 2016. Funding for the project was secured through the Infrastructure Investment and Jobs Act of 2022. The SWCLA project is a partnership between the U.S. Army Corps of Engineers (federal sponsor) and the Louisiana Coastal Protection and Restoration Authority (non-federal sponsor). Located in Cameron, Calcasieu, and Vermilion Parishes, the project is intended to reduce the risk of damages caused by hurricane and storm surge in the project area through a number of risk reduction measures, including the elevation of eligible residential structures to the 100-year Base Flood Elevation based on 2075 hydrology.

CPRA engaged Civix to provide program implementation including title research and preparation of title reports, GIS mapping, landowner coordination, and relocation assistance to temporarily displaced



QUALIFICATIONS

- Over 37 years of industry experience
- Held several real estate positions with LA DOTD since 1987
- Completed several continuing education courses with the International Right of Way Association (IRWA) and National Highway Institute (NHI)

EDUCATION & TRAINING

- B.S., Finance, Minor in Real Estate, 1987, University of New Orleans

TECHNICAL SKILLS

- 101-Principles of Right of Way Acquisition
- 213-Conflict Management
- 501-Relocation Assistance
- 502-Business Relocation
- 504-Computing Replacement Housing Payments
- 50S-Advanced Relocation Assistance (Residential)
- 506-Advanced Relocation Assistance (Business)
- Principles of Right of Way Acquisition
- Effective Right of Way Acquisition and Property Management
- Basic Relocation
- Advanced Relocation
- Business Relocation
- Relocation Assistance and Payments Course

tenants. Civix has established the relocation assistance framework for the project including preparation of written notices and relocation documentation and templates used to calculate temporary relocation assistance benefits such as temporary housing, meals and incidentals, and moving costs.

Project Role: Hubert supports all relocation activities, ensures URA compliance, and assists with relocation plan formulation and implementation.

Move Ascension Turnkey ROW Acquisition Projects

Client: Ascension Parish Government/HNTB Corporation

Description: The Move Ascension Initiative is a \$35 million transportation infrastructure improvement program developed to safely move traffic within Ascension Parish through the design and construction of roadway improvement projects identified during the Master Transportation Planning Development phase. Beginning in 2017, Civix established the Ascension Parish Right of Way Acquisition Implementation Plan in compliance with state and federal policies. The plan provides right of way acquisition and relocation procedural guidance; includes forms and templates that can be utilized by other right of way contractors providing acquisition and relocation services for the Move Ascension Initiative; and is essential for uniformity and consistency in right of way acquisition and relocation activities. To date, Civix has completed acquisitions and relocations for 12 Move Ascension projects including roadway widening, roundabouts, and new corridors. Our team of right of way professionals focus on compliance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and understand the importance of procedural documentation. Civix's acquisition and relocation files for state and federally funded projects have been audited by the Louisiana Department of Transportation and Development, all of which resulted in compliance, project certification, and funding assurance. Civix's role has expanded since project inception in the areas of legal descriptions and right of way map reviews, GIS application development, and litigation support. Civix is currently engaged in 5 right of way acquisition and relocation projects for roadway widening and roundabout projects in Ascension Parish.

Project Role: Hubert coordinates with surveyors and appraisers, supports acquisitions and relocations, and provides quality control, guidance, and oversight to team members.

Jane Dufour, AICP

SME I

Jane Dufour joined the staff of Civix in 2014 and serves as Director of Right of Way Management. Pulling from her background in environmental planning, Ms. Dufour works on a variety of permitting initiatives, including Coastal Use Permits, Section 404 Permits, Department of Transportation and Development (DOTD) Project Permits, and pipeline and utility permits. As Director for Right of Way Management, Ms. Dufour oversees title research, preparation of abstracts of title, survey and appraisal services, negotiations, and the performance of curative work for the acquisition of required right of way for coastal restoration and mitigation projects. Ms. Dufour has experience in relocations in compliance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. Prior to joining the staff of Civix, Ms. Dufour worked for a full service architectural and planning firm where she participated in several projects providing services to ensure regulatory compliance and maintain communication with clients and stakeholders.

RELEVANT PROJECT EXPERIENCE

Ormond CN Railroad Culvert Installation Project – St. Charles Parish, Louisiana

Client: St. Charles Parish

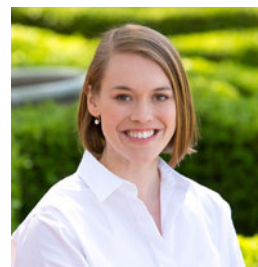
Description: Civix was contracted to provide services for the acquisition of temporary construction servitudes and perpetual drainage servitudes across four properties in the Ormond area adjacent to the Canadian National Railroad Corridor. St. Charles Parish obtained Community Development Block Grant Mitigation Funding through the Louisiana Office of Community Development's Louisiana Watershed Initiative. Civix provided services including title research, coordination and review oversight of right of way mapping and appraisal initiatives, preparation and presentation of Just Compensation Offers, negotiations, closings, and preparation of audit files. Additionally, Civix coordinated with the Office of Community Development to determine eligibility for administration of relocation benefits for relocation of personal property during the term of construction in compliance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act.

Project Role: Jane served as Project Manager and provided oversight for Right of Way Acquisition and Relocation Services as well as negotiated acquisitions from two impacted ownerships.

West Shore Lake Pontchartrain Hurricane and Storm Damage Risk Reduction System Project – St. Charles, St. John the Baptist and St. James Parishes, Louisiana

Client: Pontchartrain Levee District (PLD)

Description: Civix has supported PLD on right of way acquisition, relocation, and permitting initiatives required for the project beginning in 2010. Civix's support includes a review of right of entry requests and accompanying drawings provided



QUALIFICATIONS

- Over 17 years of professional experience
- Qualified in permitting and regulatory compliance at the local, state, and federal level
- Experienced in real estate and right of way acquisition projects

EDUCATION & TRAINING

- Master of Urban & Regional Planning, 2010, University of New Orleans
- B.A., Historic Preservation and Community Planning, 2006, College of Charleston

REGISTRATIONS/ CERTIFICATIONS

- Local Public Agency Core Training Module, November 2016
- American Institute of Certified Planners 2014

PROFESSIONAL COURSES

- Louisiana Local Technical Assistance Program Qualification Core Training Certification, November 2016
- Stormwater Management Workshop for Planners and Planning Officials, Louisiana, Urban Stormwater Coalition, June 2012
- GIS Workshop, University of New Orleans, January 2010

by the U.S. Army Corps of Engineers (Corps), identifying assessed landowners, preparing landowner notification letters regarding the project, obtaining rights of entry from key landowners and permits from various agencies to facilitate surveying and investigations required by the Corps, mapping services, coordination with surveyors and appraisers, land acquisitions, and preparing authorizations for entry granting the Corps access to properties as needed for the project. Civix has prepared maps and other visuals used in strategic meetings with the Corps (federal sponsor), PLD, and the Coastal Protection and Restoration Authority (non-federal sponsors) to prioritize acquisitions and construction sequencing. Civix continues working on acquisitions for the portion of the project where the River Reintroduction to Maurepas Swamp and West Shore Lake Pontchartrain Projects are co-located.

Project Role: Jane serves as Project Manager, participates in all facets of the project, provides instructions and oversight to team members, and engages with project stakeholders. Additionally, Jane acted as negotiator on a number of acquisitions and administered relocation benefits for the relocation of personal property in accordance with the provisions of the Uniform Relocation Assistance and Real Property Acquisition Policies Act.

Peters Road Bridge and Extension Phase II: State Project No. H008068, Plaquemines and Jefferson Parishes, Louisiana

Client: Plaquemines Parish Government, Parish of Jefferson

Description: Civix provided right-of-way acquisition services related to the Peters Road, Phase II Project, a state Department of Transportation and Development project. All relocations and acquisitions for the project were in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act. Phase II included acquisition and relocation services for properties located in both Plaquemines and Jefferson Parishes.

Project Role: Jane worked to acquire rights-of-way from property owners, prepared and presented Just Compensation Offers and Sale documents to property owners, updated Title Reports prior to closing, performed curative work for parcels with title problems prior to closing, and attended closings with property owners for property in both Plaquemines and Jefferson Parishes. Additionally, Jane worked with a tenant to finalize administration of relocation benefits for a business relocation necessitated by acquisition of an entire tract with a commercial building.

Susan Hale

SME I

With over 16 years of experience in HUD grants, state grants, disaster recovery, and community development, Susan Hale specializes in advancing programs that enhance resilience and public service. At Civix, Susan provides expertise in grant administration, policy development, and project management, supporting federal, state, and local initiatives. Her work focuses on CDBG-DR and HUD-funded programs, overseeing compliance, stakeholder engagement, and multimillion-dollar grant implementation. Before Civix, Susan led disaster recovery efforts and developed policy frameworks at the California Department of Housing and Community Development. Her strengths include strategic planning, process improvement, and ensuring impactful program delivery.

RELEVANT PROJECT EXPERIENCE

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP. Civix has also provided technical assistance to the County on grant administration, cross-cutting requirements and compliance, and program engagement and design for the proposed LRP programs.

Project Role: Susan serves as a Senior Grant Manager for this project and assists with policy support for HUD cross-cutting requirements and technical assistance on CDBG-DR programs.

Wayne County CDBG-DR Action Plan

Client: Wayne County, Michigan

Description: Civix serves as a subcontractor to TDA Consulting to develop a Community Development Block Grant Disaster Recovery (CDBG-DR) Action Plan for Wayne County, Michigan. The scope of work includes full support for development of the CDBG-DR action plan, from guidance on HUD's Universal Notice, conducting an unmet needs and mitigation needs assessment, program design, community and stakeholder engagement, and development of an Action Plan that meets all HUD requirements.

Project Role: Susan serves as a Senior Grant Manager for this project.

City of Mobile – CDBG-DR Planning Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. Civix has provided ongoing support to development programs and activities, conduct training and capacity building, and engage stakeholders in preparation for implementation. In addition, Civix provides



QUALIFICATIONS

- Over 16 years of experience in federal grant management and disaster recovery programs
- Specialist in HUD programs, including CDBG, CDBG-DR, and HOME
- Expertise in policy development, grant administration, and program implementation

EDUCATION & TRAINING

- B.A., Communication Design, California State University Chico, 1998

planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Susan serves as a Senior Grant Manager for this assignment.

California Strategic Growth Council Grant Management Support

Client: California Governor's Office of Planning and Research, Strategic Growth Council

Description: Civix provides comprehensive grant management support to the State of California's Strategic Growth Council (SGC) across several key programs, including Affordable Housing and Sustainable Community, Transformative Climate Communities, the Community Resilience Center, and various energy programs such as the Solar Virtual Power Plant and Solar for All. Their services include developing policies and procedures, grant administrative manuals, data management, and stakeholder engagement. Civix also offers technical assistance to program applicants and provides overall project management to support both program staff and leadership. Civix supports SGC's human resources by assisting with staff transitions to state civil service.

Project Role: Susan serves as a Deputy Director for this project. She leads grant management work on the Community Resilience Center program and provides support across the SGC programmatic portfolio. Her responsibilities include developing program policies and procedures, developing capacity building tools, and providing project management support across the grant programs.

RELEVANT PRIOR EXPERIENCE

California Department of Housing and Community Development

Responsibilities: Susan served as the Sr. Specialist – Disaster Recovery and maintained the following responsibilities:

- Managed the \$70M National Disaster Resilience Competition grant, including state and local cross-agency collaboration in grant application development and submittal.
 - Represented the Department during disaster response at FEMA Joint Field Offices and managed the Department's responsibilities in the California Disaster Recovery Support Functions for housing, community planning, and economic development.
 - Led the establishment of two federal disaster recovery units: the Disaster Recovery Unit (DR Unit) and the Disaster Response and Recovery Unit (DRRU).
 - Procured and managed, IT, technical assistance, and program management service contracts.
 - Developed CDBG-DR Action Plans, amendments, standard agreements, and program policies and procedures.
 - Provided policy recommendations to senior management and facilitated new staff onboarding and training.
 - Acted as the primary liaison with HUD headquarters staff and managed compliance for the CDBG-DR website.
 - Developed comprehensive grant agreement contracts and documents in collaboration with HCD attorneys.
- Primary liaison with FEMA, SBA, and HUD for data-sharing agreements and requests.

Ella Landis

SME I

Ella Landis is an experienced disaster recovery professional. Her specialties include project management, community outreach, application development, project scheduling, mitigation, and CDBG project administration.

Prior to joining Civix, Ella worked with the Louisiana Office of Community Development – Disaster Recovery Unit where she addressed continued recovery issues related to the aftermaths of Hurricanes Katrina, Rita, Gustav, Ike, and Isaac as well as long-term comprehensive planning and resilience goals. She provided concentrated technical assistance to State Grantees in the execution of HUD and FEMA funded Recovery Grants. Ella also has a background in historic preservation and is a section 106 and LEED certified professional.



RELEVANT PROJECT EXPERIENCE

HUD Community Compass – Puerto Rico CDBG-DR Technical Assistance

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

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

Project Role: Ella serves as Senior Grant Manager for this project, supporting compliance monitoring and regulatory technical assistance efforts.

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Ella serves as Sr. Grant Manager for the project. Her role includes regulatory compliance and program administration support.

QUALIFICATIONS

- 14 years of experience in disaster recovery projects
- Experience in CDBG project administration
- Has provided technical assistance on the execution of HUD and FEMA funded Recovery Grants

EDUCATION & TRAINING

- Master of Preservation Studies, 2010, Tulane University, New Orleans, LA
- B.S., Urban Design and Environmental Planning, 2008 University of Virginia

REGISTRATIONS/ CERTIFICATIONS

- LEED certified

CDBG-DR Program Oversight and Monitoring

Client: State of Florida Department of Economic Opportunity

Description: Civix provides quality assurance/quality control and programmatic and fiscal monitoring services to the State of Florida on the implementation of its \$812 million CDBG-DR program for the state's recovery from Hurricane Irma. Additionally, Civix is tasked with delivering pre-monitoring technical assistance on a number DEO's Irma programs, which primarily consist of its Housing Repair and Replacement Program, Infrastructure Repair Program, Voluntary Home Buyout Program, and Workforce Recovery Training Program.

Project Role: Ella serves as a Senior Grant Manager for this assignment.

St. Tammany Parish CDBG-DR Program Management

Client: St. Tammany Parish Grants Department

Description: Civix is providing overall project management support and specific CDBG-DR technical assistance services to St. Tammany Parish Government to support the Parish's successful recovery from Hurricane Isaac. Civix leads the development of a National Objectives Compliance Plan, HUD regulations compliance, disaster recovery processes, and reporting needs.

Project Role: Ella's responsibilities include coordinating activities of contractors, subcontractors, consultants, and other entities involved in completing the Projects, assisting Parish staff with support on project related needs and issues, including but not limited to status reports, schedules, exhibits, concepts, and cost estimates upon request; attending meetings, produce/review reports, and provide support to the Parish in updating the Project plans on an as needed basis; assisting Parish staff in developing amendments to the CDBG-DR Action Plan and managing obligation of funds to track compliance with expenditure timelines; and coordinating with all other parties that either are affected by these projects or are affecting these projects.

State of Arkansas HUD Community Compass Technical Assistance

Client: State of Arkansas

Description: Civix is supporting the State of Arkansas Economic Development Commission (AEDC) with development and implementation of the State's CDBG-DR programs to address the impacts of major flooding which occurred across the State in 2019. Civix has provided a variety of technical assistance to AEDC and its State partners to support development of its CDBG-DR grant, including assessment of unmet housing, infrastructure, and economic recovery needs, as well as development of the State's CDBG-DR Action Plan. Civix provides the State with CDBG-DR regulatory guidance, training, and supports program design and implementation.

Project Role: Ella served as a Grant Manager for this project.

Oklahoma CDBG-DR Technical Assistance

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

Description: Civix is providing technical assistance to Oklahoma's Department of Commerce/Community Development in support of the development and launch of its 2019 CDBG-DR funded programs and activities to recover from flooding of the Arkansas River. Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR programmatic and cross cutting regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. Civix has support Oklahoma in revisions to its Action Plan, completion of its Financial Management and Grant Capacity Certifications, and recommendations on updates to programmatic policies and procedures.

Project Role: Ella served as a Grant Manager for this project.

Jared Lee

SME I

Jared Lee is a proficient Disaster Recovery professional who possesses over 17 years of experience working with recovery programs in both the public and private sector. Since joining Civix, he has provided grant management, program and project implementation, technical assistance, and monitoring and oversight services for recovery and resilience-building efforts in California, Puerto Rico, Virginia, Tennessee, and Florida. Prior to his work with Civix, Jared served as Disaster Recovery Programs Manager with State of Louisiana Office of Community Development-Disaster Recovery Unit, where he led a group of 11 project managers in providing CDBG-DR technical assistance and grants management guidance to over 50 subgrantees. He managed 15 disaster recovery programs with budgets ranging from \$10 million to over \$500 million and processed monthly expenditures at a rate of roughly \$6 - \$8 million.

RELEVANT PROJECT EXPERIENCE

CDBG-DR Grant Management and Monitoring Services

Client: Lee County, Florida

Description: Civix is providing Grant Compliance and Monitoring support to perform quality assurance, monitoring and reporting duties and provide technical assistance for grant compliance to the County staff and subrecipients. Civix is providing subject matter expertise in developing best practices for conducting risk assessments for all subrecipients, developing monitoring plans. Civix will also provide support in conducting monitoring of contractor implementation to ensure compliance with federal regulations and County policies and procedures, developing monitoring checklists and integrated the process into the County's system of record for tracking and follow up needs. Civix is also providing support the County for fiscal related processes to maintain and manage the County's DRGR system in accordance with the County's Action Plan.

Project Role: Jared serves as Senior Grant Manager for this project.

City of Mobile - CDBG-DR Planning Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. In addition to the development of the CDBG-DR Local Recovery Plan, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Jared serves as a Senior Grant Manager for this engagement and provides subject matter expertise on CDBG-DR program design.

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to



QUALIFICATIONS

- Over 17 years of disaster recovery experience
- Experienced managing multiple recovery projects simultaneously
- Worked on State of Louisiana's Action Plan and amendments to HUD for Disaster Recovery Programs

EDUCATION & TRAINING

- B.A. Anthropology, minor in Sociology, 2006, Tulane University

REGISTRATIONS/ CERTIFICATIONS

- National Development Council – Economic Development Finance Professional (EDFP)

assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP.

Project Role: Jared serves as Senior Grant Manager for this project.

St. Louis County CDBG-DR

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

Description: Civix is providing technical assistance and subject matter expertise to the County of St. Louis, MO as a first-time recipient of CDBG-DR funds. Impacted by a severe storm and flooding event in 2022, Civix has supported the County of St. Louis' Department of Human Services navigate the difference between entitlement CDBG and the added requirements and flexibilities of its \$56.4M disaster recovery funds. The team initially provided guidance on the overall processes and timeline to secure HUD approval, sharing best practices and lessons learned from other grantees. The team provided onsite training to grantee staff covering topics from grant basics to specific content requests. The team supported the grantee through completion of a grant overview tool to complete a capacity assessment for submission in the grantee's implementation plan to HUD. The team also conducted a financial self-assessment with the grantee to determine capacity and needs to be compliant with federal financial regulations. Civix shared resources and toolkits to help navigate the outreach requirements of the 2020 Consolidated Notice. Civix has provided staff guidance and feedback on policies for the grant management and financial certifications. The team provided key resources on unmet needs assessment and program details needed for HUD's Public Action Plan. Civix will provide technical assistance through the publication of the CDBG-DR Action Plan.

Project Role: Jared serves as a Senior Grant Manager for this assignment.

CDBG-DR Program Oversight and Monitoring

Client: State of Florida Department of Economic Opportunity

Description: Civix provides quality assurance/quality control and programmatic and fiscal monitoring services to the State of Florida on the implementation of its Hurricane Irma and Hermine/Matthew CDBG-DR recovery programs, a combined funding total of \$929 million. Additionally, Civix is tasked with delivering pre-monitoring technical assistance on several of DEO's Irma and Hermine/Matthew programs, which primarily consist of its Housing Repair and Replacement Program, Affordable Workforce Housing Program, Infrastructure Repair Program, Voluntary Home Buyout Program, and Workforce Recovery Training Program.

Project Role: Jared currently serves as the lead Project Manager for the project. In this role, Jared has led efforts for the team to provide quality monitoring and oversight services, which has resulted in an expansion of scope in 2021 to include Hermine/Matthew program monitoring as well as an extension of services from July 2022 through June 2025.

California Labor Compliance TA

Client: State of California Department of Housing and Community Development (HCD), Division of Federal Financial Assistance (DFFA)

Description: The State of California Department of Housing and Community Development (HCD) engages Civix to provide labor standards compliance services for the federally funded programs it administers (CDBG-DR/MIT, CDBG, CDBG-CV, HOME, HOME-ARP, NHTF, and ESG programs). The scope of these labor standards compliance services includes compliance support, technical assistance, capacity building efforts and subrecipient monitoring. To meet the needs of HCD's scope, Civix employs a team of subject matter experts (SMEs), technical assistance (TA) providers, and monitoring personnel who operate in the areas of federal and state prevailing wage determinations, state labor code and federal Davis-Bacon and Related Acts (DBRA), Section 3, minority- and women-business enterprise (MBE/WBE), and Affirmatively Furthering Fair Housing (AFFH) requirements, to offer cross-cutting regulatory compliance, subrecipient monitoring and oversight, and federal reporting guidance.

Project Role: Jared serves as Project Manager for this assignment.

Angie Traill

SME I

Angie Traill serves as a subject matter expert on federal regulatory compliance. Her areas of focus include financial management, labor and wage regulations, compliance monitoring, and developing administrative policies and procedures. Her recent work includes providing technical assistance and support on disaster recovery and entitlement programs for the states of Nebraska, California, Louisiana, and Arkansas, and localities including Mobile, Alabama, Norfolk, Virginia, and Jefferson Parish, Louisiana. Prior to joining Civix, she served as a Grants Project Manager for St. Tammany Parish, Louisiana where she led the administrative and oversight of its annual HUD allocations. She played a significant role in the development and submission of the Annual Action Plan, Consolidated Plan and Assessment of Fair Housing, and has led monitoring of multiple HUD funded grant programs. She has also held positions in government and non-profits where she developed policy and led campaigns on family self-sufficiency, workforce development, and veterans' issues.

RELEVANT PROJECT EXPERIENCE

Oregon Disaster Recovery and Resilience Program Management Services

Client: Oregon Housing and Community Services

Description: The State of Oregon, Housing and Community Services received \$422 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2020. Civix provides policy and process development, along with SOP documentation for Oregon's homeowner recovery program. Additionally, Civix provides operational support to the program, conducting QA/QC reviews for the intake and eligibility determination of all applicant files. To date, Civix has conducted hundreds of file reviews, ensuring applicant compliance with program guidance.

Project Role: Angie serves as Senior Grant Manager for this assignment.

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP. Civix has also provided technical assistance to the County on grant administration, cross-cutting requirements and compliance, and program engagement and design for the proposed LRP programs.

Project Role: Angie serves as the Project Manager for this project.

City of Mobile CDBG-DR Planning Services

Client: City of Mobile, Alabama



QUALIFICATIONS

- 17 years of experience working with federal grants and policy
- Experience with the design and oversight of federally funded programs
- Expert in federal compliance and monitoring
- Section 3
- Davis-Bacon and Related Acts

EDUCATION & TRAINING

- Master of Public Administration, 2011, George Washington University
- B.A., Communication Studies, 2005, Seattle University

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. In addition to the development of the CDBG-DR Local Recovery Plan, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Angie serves as a Senior Grant Manager for this project.

St. Louis County CDBG-DR

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

Description: Civix is providing technical assistance and subject matter expertise to the County of St. Louis, MO as a first-time recipient of CDBG-DR funds. Impacted by a severe storm and flooding event in 2022, Civix has supported the County of St. Louis' Department of Human Services navigate the difference between entitlement CDBG and the added requirements and flexibilities of its \$56.4M disaster recovery funds. The team initially provided guidance on the overall processes and timeline to secure HUD approval, sharing best practices and lessons learned from other grantees. The team provided onsite training to grantee staff covering topics from grant basics to specific content requests. The team supported the grantee through completion of a grant overview tool to complete a capacity assessment for submission in the grantee's implementation plan to HUD. The team also conducted a financial self-assessment with the grantee to determine capacity and needs to be compliant with federal financial regulations. Civix shared resources and toolkits to help navigate the outreach requirements of the 2020 Consolidated Notice. Civix has provided staff guidance and feedback on policies for the grant management and financial certifications. The team provided key resources on unmet needs assessment and program details needed for HUD's Public Action Plan. Civix will provide technical assistance through the publication of the CDBG-DR Action Plan.

Project Role: Angie serves as a Senior Grant Manager for this assignment.

Lee County CDBG-DR Grant Management Services

Client: Lee County, Florida

Description: Civix is providing Grant Compliance and Monitoring support to perform quality assurance, monitoring and reporting duties and provide technical assistance for grant compliance to the County staff and subrecipients. Civix is providing subject matter expertise in developing best practices for conducting risk assessments for all subrecipients, developing monitoring plans. Civix will also provide support in conducting monitoring of contractor implementation to ensure compliance with federal regulations and County policies and procedures, developing monitoring checklists and integrated the process into the County's system of record for tracking and follow up needs. Civix is also providing support the County for fiscal related processes to maintain and manage the County's DRGR system in accordance with the County's Action Plan.

Project Role: Angie serves as a Senior Grant Manager for this assignment

City of Greensboro Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Housing Plan Update, and Standard Operating Procedures

Client: City of Greensboro, North Carolina

Description: Civix is currently leading the effort to develop updated housing plans and analysis for the City of Greensboro, building on previous work with the City. Civix is leveraging extensive experience with HUD-required plans to guide the City through stakeholder consultation, data analysis, program and policy review, and recommendation development for the City's Analysis of Impediments to Fair Housing Choice (AI) and Consolidated Plan. Additionally, the Civix team is managing the update of the City's housing market study and strategy HousingGSO. As part of these processes, Civix will be working with City staff to formalize new internal Standard Operating Procedures (SOPs) for grant management and housing program delivery.

Project Role: Angie serves as a Senior Grant Manager for this project.

Traci Watts

SME I

Traci Watts has over 25 years of professional experience with extensive skills in operations management and strategic program oversight. During her time with the Louisiana Office of Community Development, Traci successfully administered over \$1 billion in federal and state grants. She developed and implemented comprehensive policies consistent with state and federal guidelines and coordinated technical assistance workshops for local government officials, administrative consultants, and legislative staff.

RELEVANT PROJECT EXPERIENCE

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Traci serves as a Senior Grant Manager for the engagement.

RELEVANT PRIOR EXPERIENCE

Louisiana Office of Community Development

Responsibilities: Traci served as the Director and maintained the following responsibilities:

- Directed all functions for the Office of Community Development (OCD) of the Division of Administration for the Louisiana Small Cities Community Development Block Grant Program (LCDBG), the Local Government Assistance Program (LGAP), the Community Water Enrichment Fund (CWEF), EPA WIIN 2104 - Small, Disadvantaged Communities Drinking Water Grant Program (WIIN 2104), the Water Sector Program - Phase 1 (WSP-P1) and Phase 2 (WSP-P2), and Recovery Housing Program (RHP), culminating in over 1200 grants totaling over \$1 billion.
- Prepared and recommended to the Assistant Commissioners, Deputy Commissioner, and Commissioner of Administration policies and guidelines for the planning and implementation of all community development programs administered by the Community Development Section.
- Determined the needs, overall goals and plans for the OCD programs.
- Provided assistance and guidance in interpreting various federal and state programs' policies and regulations to subordinate staff.



QUALIFICATIONS

- 25+ years of experience
- Grant Administration
- Operations Management SME
- Compliance Management
- Strategic Program Manager

EDUCATION & TRAINING

- Master of Public Health, 2008, Louisiana State University
- B.A., Humanities, 1992, Northwestern State University of Louisiana

- Met with Commissioner, Deputy Commissioner, Assistant Commissioners of the Division of Administration, Governor's office staff, federal officials (area, regional and national), U.S. Congressmen, state legislators, mayors, police jury presidents, officials of state agencies, and other interested groups on matters related to federal and state programs for local governments.
- Supervised the preparation of the State Consolidated Plan and the Consolidated Annual Action Plan which defines and prioritizes statewide objectives and describes the state's plan to distribute approximately \$25 million annually in CDBG funding to meet local governments' needs in the areas of infrastructure improvements and economic development initiatives.
- Supervised the development and implementation of the State's monitoring plan for evaluating compliance with the many federal and State laws and regulations governing the programs and evaluated the effectiveness of these programs in meeting the overall objectives defined in the State plans as well as the national statutory objectives.
- Managed the coordination of various areas with other state and federal agencies such as LDH, DEQ, LHC, OCD-DRU, Property Insurance Association of Louisiana, LED, USDA, EPA, US Treasury, etc., in order to accurately evaluate the needs stated in the applications for funding by local units of government.

Louisiana Office of Community Development

Responsibilities: Traci served as the Assistant Director and maintained the following responsibilities:

- Developed and implemented comprehensive policies and directives consistent with state and federal guidelines for the OCD of the Division of Administration for the Louisiana CDBG, LGAP, CWEF, WIIN 2104, and RHP in coordination with the Director.
- Provided technical assistance to interested parties for all programs.
- Supervised OCD staff implementing grant programs.
- Resolved conflicts as well as citizen and administrative complaints regarding all programs.
- Monitored recipients' programs onsite for compliance in such program areas as: performance, environmental, procurement, fair housing/equal opportunity, record keeping, acquisition, relocation, citizen participation, and labor standards.
- Directed preparation of five-year strategic plans and the annual operational plans for the office as required by Act 1465 of the 1997 Legislative Session.
- Coordinated technical assistance workshops for local government officials, administrative consultants, engineers/architects, state government officials, legislative staff, etc.
- Directed data entry into IDIS, HUD database system, for the Declared Disaster Recovery Fund (DDRF) Programs and the coordination with East Baton Rouge Parish officials, other state officials, HUD officials, and grantees to ensure accuracy and timeliness for reporting.

Louisiana Office of Community Development

Responsibilities: Traci served as the Community Development Program Manager and maintained the following responsibilities:

- Developed and administered programs under the Louisiana CDBG Program.
- Supervised grant administration and compliance staff.
- Monitored recipients' programs onsite for compliance in such program areas as: performance, environmental, procurement, fair housing/equal opportunity, record keeping, acquisition, relocation, citizen participation, and labor standards.
- Provided technical assistance and training to local government officials, administrative consultants, engineers/architects, state government officials, legislative staff, etc.

Louisiana Office of Community Development

Responsibilities: Traci served as the Community Development Program Manager and maintained the following responsibilities:

- Managed technical assistance activities for the Louisiana CDBG Program.
- Researched, applied for, and administered grants to benefit local governments.
- Supervised Community Development Program Specialists.
- Developed program documents used for implementation of federal grant programs.
- Developed and oversaw training workshops, conferences, etc.

Randy Brown

Senior Grant Manager

Randy Brown is a GIS programmer/analyst with over 25 years of experience. He has developed both GIS desktop and GIS web applications employing Javascript, Angular, Flex, ArcObjects, ArcPy, Python, Arcade, VB.NET, C#.NET, SQL Server and ArcGIS Server. Since joining the firm in 2012, he has been an integral part of customer-facing solution development requiring advanced GIS Visualization. Randy uses his GIS data management and programming skills to bring robust GIS solutions to clients via current technology stacks and app builder solutions

Before joining Civix, Randy spent five years working for the City of Birmingham, Alabama and six years working for private sector employers on projects largely involving the City of New Orleans and FEMA. His primary responsibilities included GIS application development and maintenance, including the design and implementation of a GIS-based application for the assignment of fire and rescue units at the City of Birmingham's 911 call center and leading the migration of the city's GIS datasets to the ArcGIS Geodatabase format.

At the City of New Orleans, he developed and maintained a GIS desktop application for the daily maintenance and QA/QC of city's enterprise cadastral data sets and developed web applications based on ArcGIS Server for the geographic query and display of property information.

RELEVANT PROJECT EXPERIENCE

Statewide Right of Way GIS Services

Client: Nevada Department of Transportation (NDOT)

Description: NDOT retained Civix to create a GIS right of way layer of all real estate holdings of the Nevada highway system including fee, easement, and prescriptive property rights. Developed in Esri's ArcGIS Online, Civix's solution interfaces with NDOT's AX land records allowing users to obtain critical documents of interest such as purchase agreements, right of way maps, Bureau of Land Management grants, and other pertinent records. Civix implemented the project using an Agile project management approach consisting of Sprint planning, daily stand up meetings, Sprint execution and Sprint demo/retro. This approach facilitated a functional and focused team working through interpretive mapping issues that occurred throughout the project. Following completion of the initial multi-year project, NDOT amended Civix's contract to incorporate other real estate holdings such as lease areas and licenses, surplus, material sites, and rest areas. Currently, Civix provides maintenance, training, and other on-call support services to NDOT.

Project Role: Randy served as GIS Analyst and GIS Developer for the initial multi-year project, as well as the subsequent phase of work.



QUALIFICATIONS

- GIS expert with 25 years of experience
- Has developed both GIS desktop and GIS web applications
- Experience working with local government and community organizations

EDUCATION & TRAINING

- Master of Urban and Regional Planning, 1998, University of New Orleans, New Orleans, Louisiana
- B.A., Multi-disciplinary Major – Political Science, Economics, Latin American Area Studies, 1992, College of Social Science (International Studies), Michigan State University, East Lansing, Michigan

REGISTRATION/ CERTIFICATIONS

Certified completion of courses in ArcGIS, Arc/INFO, ArcView Spatial Analyst, Visual Basic

SOFTWARE

ArcGIS Pro, ArcGIS Desktop, ArcGIS Server

DEVELOPMENT

ArcGIS API for JavaScript, ArcObjects, ASP.NET, Python, T-SQL, C#, VBA, VB.NET, ArcGIS Web AppBuilder, ArcGIS Experience Builder

DATABASE

MS Access, SQL Server

Southeast Louisiana Flood Protection Authority – West Land Asset Data and Applications

Client: Southeast Louisiana Flood Protection Authority – West (SLFPA-W)

Description: SLFPA-W previously (2016-2019) retained Civix to develop a flood protection land asset database with land record documents and a supporting GIS application. Civix was recently selected (2023) to migrate the existing datasets, documents, and application to ArcGIS Online. This year, Civix was retained to add land assets filling gaps in the existing data coverage.

Project Role: Randy served as GIS Developer.

Pontchartrain Levee District GIS Web Application

Client: Pontchartrain Levee District (PLD)

Description: PLD retained Civix to develop a GIS web application focused on PLD flood control projects. The web application was developed on Esri's Web AppBuilder platform and provides the client with a simple but powerful tool for the display, monitoring and analysis of project status and infrastructure inventory.

Project Role: Randy serves as GIS Developer.

Mid-Barataria Sediment Diversion

Client: Coastal Protection and Restoration Authority (CPRA)

Description: CPRA retained Civix to develop a GIS web application focused on its Mid-Barataria Sediment Diversion project. The web application was developed on Esri's Web AppBuilder platform and provides the client with a simple but powerful tool for display, query and analysis of relevant property data.

Project Role: Randy serves as GIS Developer.

Louisiana Department of Health and Hospitals Opioid Data and Surveillance System

Client: Louisiana Department of Health (LDH)

Description: The Louisiana Opioid Data and Surveillance System enables policy makers, health care providers, and the general public to track opioid abuse and utilize queries to empower data driven decisions and policy changes at the state and local level. Civix developed the technical infrastructure, web site, and embedded GIS-centric dashboard to support tracking of opioid overdoses, hospitalizations, deaths, and prescriptions over time and across demographics. Civix is deploying to both LDH UAT servers and LDH Production servers upon LDH approval.

Project Role: Randy is serving as GIS Developer, developing the site's mapping and demographic capabilities. He is also handling all database editing and development as well as web site design.

GIS Right of Way Application

Client: Louisiana Department of Transportation & Development (LA DOTD)

Description: Civix compiled the LA DOTD's land records owned in fee and/or servitude/easement within a geographic information system (GIS) that is customized for the business needs of LA DOTD. This custom GIS application is an advanced mapping and reporting framework used to catalog properties by location and jurisdiction. It is flexible and can be readily used to quantify and validate real estate holdings to support asset improvements. The application integrates client information with selected demographic and economic data. As a result, it is a powerful analytical tool that produces facility and jurisdictional reports. The user interface is intuitive and customizable to illustrate metrics defined by client interest.

Project Role: Randy was GIS developer.

SLFPA-E Right of Way and GIS Mapping

Client: Southeast Louisiana Flood Protection Authority

Description: Civix developed an online interactive mapping tool for the collection and archiving of critical land records and surveys depicting rights-of-way and lands owned by East Jefferson, Orleans and Lake Borgne Levee Districts. The application incorporates demographics data including population, income, housing statistics, etc. and includes layers distinguishing flood improvements such as pumps, floodwalls, gates, earthen levees.

Project Role: Randy was GIS developer and also responsible for the database design.

Keri Caillet

Senior Grant Manager

Keri Caillet is a Community Development Block Grant (CDBG) Disaster Recovery and Mitigation subject matter expert with 17 years of experience in program and project management of CDBG disaster recovery (housing, economic development, infrastructure) and mitigation programs. Keri has led trainings on CDBG disaster recovery and mitigation requirements, environmental regulations, procurement, acquisition and relocation, labor standards, Section 3, Section 504, and elevation standards. She has provided grant management to numerous grantees in CDBG projects within HUD compliance. Prior to her role at Civix, Keri worked in constituent services for the Louisiana Road Home Program and project and communications management for the Louisiana Office of Community Development.



RELEVANT PROJECT EXPERIENCE

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Keri serves as a Grant Manager for the project, leading the work on program design, launch, and implementation of the state's disaster recovery workforce development program. Her role also includes supporting the design and implementation of mitigation planning and public services and disaster recovery infrastructure programs.

City of Mobile – CDBG-DR Planning Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. In addition to

QUALIFICATIONS

- 17 Years of CDBG-DR and CDBG-MIT experience
- Developed and led trainings on CDBG requirements for state grantees and subrecipients
- Served as subject matter expert for Housing Programs, URA, Section 3, and 2 CFR 200 financial, procurement, and audit requirements
- 17 years of Code of Ethics for Public Servants
- E-Grants, GIOS, eCivix, and Intelligrants implementation
- LAPA, EMMIE, LAHM systems, ArcGIS mapping
- Program Administration
- Workforce Development

EDUCATION & TRAINING

- B.S., 2008, University of Phoenix

the development of the CDBG-DR Local Recovery Plan, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Keri serves as a Senior Grant Manager for the project.

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP. Civix has also provided technical assistance to the County on grant administration, cross-cutting requirements and compliance, and program engagement and design for the proposed LRP programs.

Project Role: Keri serves a Senior Grant Manager for this project.

CDBG-DR Program Oversight and Monitoring

Client: State of Florida Department of Economic Opportunity

Description: Civix provides quality assurance/quality control and programmatic and fiscal monitoring services to the State of Florida on the implementation of its \$812 million CDBG-DR program for the state's recovery from Hurricane Irma. Additionally, Civix is tasked with delivering pre-monitoring technical assistance on a number DEO's Irma programs, which primarily consist of its Housing Repair and Replacement Program, Infrastructure Repair Program, Voluntary Home Buyout Program, and Workforce Recovery Training Program.

Project Role: Keri serves as a Senior Grant Manager for the project.

HUD Community Compass – Puerto Rico CDBG-DR Technical Assistance

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

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

Project Role: Keri served as a Senior Grant Manager for this assignment.

Oklahoma CDBG-DR Technical Assistance

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

Description: Civix is providing technical assistance to Oklahoma's Department of Commerce/Community Development in support of the development and launch of its 2019 CDBG-DR funded programs and activities to recover from flooding of the Arkansas River. Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR programmatic and cross-cutting regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. Civix has support Oklahoma in revisions to its Action Plan, completion of its Financial Management and Grant Capacity Certifications, and recommendations on updates to programmatic policies and procedures.

Project Role: Keri served as a Senior Grant Manager.

Rawleigh Greenhalgh

Senior Grant Manager

Rawleigh Greenhalgh is an experienced grant manager specializing in mitigation grant management, monitoring and compliance, risk analysis assessments and economic development. He has extensive knowledge regarding the Davis-Bacon Act and Labor Relations, and Section 3 of the Housing and Urban Development Act. Rawleigh has assisted in the drafting of Action Plans, Con Plans, and CAPERS. Additional grants that he has administered include CDBG, ESG, HOME and HOPWA grants.

RELEVANT PROJECT EXPERIENCE

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Rawleigh serves as a Senior Grant Manager for the engagement.

RELEVANT PRIOR EXPERIENCE

U.S. Department of Housing and Urban Development

Responsibilities: Rawleigh served as a CPD Specialist and maintained the following responsibilities:

- Managed the State of West Virginia in administering a CDBG-Disaster Recovery grant worth over \$149 million and a CDBG-Mitigation grant worth \$106 million
- Managed the State of New Jersey and their disaster grants worth over \$4.5 Billion
- Desk Officer for CDBG-DR grants for Richmond, Virginia, Philadelphia, and the States of Connecticut and Pennsylvania
- Conducted bi-annual monitoring visits to ensure compliance with federal regulations for my grantees and assisted in monitoring other grants worth Billions of dollars
- Launched grants from the beginning and reviewed and approved Action Plans, Amendments, Vouchers, Financial Certifications
- Provided formal and informal Technical Assistance visits/calls to assist the States of West Virginia and New Jersey with any questions related to the grants and to ensure timely spend down of funds



QUALIFICATIONS

- Mitigation Grant Management
- Davis-Bacon SME
- Section 3 SME
- CDBG-DR Grant Management
- Technical Assistance
- Economic Revitalization Programs
- Fluent in Portuguese, French and Spanish

EDUCATION & TRAINING

- Master of Public Administration, 2015, University of Utah
- B.A., European Studies, 2010, Brigham Young University

- Drafted and reviewed correspondence to State and Federal officials
- Conducted annual Risk Analysis assessments of the grantees
- Created the Desk Officer SOP and a chapter on Consolidated Plans in the CDBG-DR Guidebook
- Served on the Internal Controls team, the Grants Management Council, the Mission and Objectives team, created the Chief of Staff reports, and as the Team Lead for the creation of the Economic Revitalization Guide
- Davis-Bacon and Labor Relations, Section 3, Audits, and Economic Development Subject Matter Expert

Salt Lake City, Utah

Responsibilities: Rawleigh served as a Community Development Programs and Grants Specialist and maintained the following responsibilities:

- Managed and directed the Neighborhood Building Improvement Program (NBIP), an economic development grant that assists local Small Businesses (typically low-income) by improving the façades of their buildings
- Administered over \$1.4 million in CDBG Economic Development funds, assisting 60 businesses
- Created marketing tools and implemented a marketing strategy for the NBIP
- Lead and organized the NBIP committee meetings
- Created and administered the HRC Targeted Residential and Commercial Program with \$127,000 in funds for security improvements for over 70 businesses/residences surrounding Homeless Resource Centers
- Salt Lake City's Davis-Bacon, Labor Relations, and Section 3 Specialist and negotiated resolutions for wage disputes, also researched and interpreted federal regulations and ensured compliance
- Administered Salt Lake City's Environmental Reviews
- Assisted with writing of Action Plans, Con Plans, and CAPERS
- Assisted with other CDBG, ESG, HOME and HOPWA grants
- Oversaw the procurement and contracting process for All federally funded City and infrastructure projects
- Created and chaired the Service Committee
- Maintained the Minority and Women Owned Business registry & a log of general contractors
- Provided leadership, training, technical assistance, coaching, and counseling on the NBIP for community representatives and updated/created new policies that improved ease of use for the public
- Housing and Neighborhood Development website administrator for 1.5 years
- Administered the Youth Athletic Grant in conjunction with the Community Foundation of Utah
- Translated documents between English, Portuguese and Spanish

Salt Lake City, Utah

Responsibilities: Rawleigh served as an Office Tech II and maintained the following responsibilities:

- Created spreadsheets that determined the funding for each district in the City
- Generated reports used to advance the City's 5000 Doors Program
- Planned and organized public meetings and hearings
- Assisted with research, administration, and management of the Community Improvement and Outreach Grant
- Administered federal grants (CDBG, HOPWA, HOME, ESG) to non-profits in the community
- Created and tracked budgets
- Wrote and modified contracts for non-profits in the community who have received federal funds

Megan Hruska

Senior Grant Manager

Megan Hruska, MPA, has over 9 years of experience administering federal grant programs, 6+ years of which has been focused on a combination of CDBG, CDBG-DR, and CDBG-MIT. Her experience includes program design, implementation, oversight, cross-cutting requirements, federal regulations, community outreach and stakeholder engagement, project management, development of programmatic policies and procedures, monitoring and compliance, grant management system development, and training. She has served as the subject matter expert on environmental standards, procurement, financials, audit, monitoring, and funding solicitation requirements. Her prior work has included delivering CDBG training and technical assistance, as well as, developing and implementing processes to create efficiencies while maintaining grantee compliance. Prior to joining Civix she served as the policies and procedures expert for the development and implementation of an online grants management system.

RELEVANT PROJECT EXPERIENCE

Wayne County CDBG-DR Action Plan

Client: Wayne County, Michigan

Description: Civix serves as a subcontractor to TDA Consulting to develop a Community Development Block Grant Disaster Recovery (CDBG-DR) Action Plan for Wayne County, Michigan. The scope of work includes full support for development of the CDBG-DR action plan, from guidance on HUD's Universal Notice, conducting an unmet needs and mitigation needs assessment, program design, community and stakeholder engagement, and development of an Action Plan that meets all HUD requirements.

Project Role: Megan serves as a Senior Grant Manager for this assignment.

State of California Grant Management Services

Client: State of California Department of Housing and Community Development (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.



QUALIFICATIONS

- Over 6 years of CDBG grant management experience
- Developed and led trainings on CDBG requirements for subrecipients
- Served as subject matter expert for environmental standards, Section 3, and 2 CFR 200 financial, procurement, and audit requirements
- Program Administration
- Planning and Public Services

EDUCATION & TRAINING

- Master of Public Affairs, Policy Analysis, 2019, Indiana University – O'Neill School of Public and Environmental Affairs, Indianapolis, IN
- Graduate Certificate, Public Management, 2018, Indiana University – O'Neill School of Public and Environmental Affairs, Indianapolis, IN
- B.A., History, 2012, Indiana University, Bloomington, IN

Project Role: Megan serves as a Grant Manager for this assignment, leading the work on program design, launch, and implementation of the state's mitigation planning and public services competitive awards for the project.

St. Louis County CDBG-DR

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

Description: Civix is providing technical assistance and subject matter expertise to the County of St. Louis, MO as a first-time recipient of CDBG-DR funds. Impacted by a severe storm and flooding event in 2022, Civix has supported the County of St. Louis' Department of Human Services navigate the difference between entitlement CDBG and the added requirements and flexibilities of its \$56.4M disaster recovery funds. The team initially provided guidance on the overall processes and timeline to secure HUD approval, sharing best practices and lessons learned from other grantees. The team provided onsite training to grantee staff covering topics from grant basics to specific content requests. The team supported the grantee through completion of a grant overview tool to complete a capacity assessment for submission in the grantee's implementation plan to HUD. The team also conducted a financial self-assessment with the grantee to determine capacity and needs to be compliant with federal financial regulations. Civix shared resources and toolkits to help navigate the outreach requirements of the 2020 Consolidated Notice. Civix has provided staff guidance and feedback on policies for the grant management and financial certifications. The team provided key resources on unmet needs assessment and program details needed for HUD's Public Action Plan. Civix will provide technical assistance through the publication of the CDBG-DR Action Plan.

Project Roles: Megan serves as Project Manager for this assignment.

CDBG-DR Program Oversight and Monitoring

Client: State of Florida Department of Economic Opportunity

Description: Civix, provides quality assurance/quality control and programmatic and fiscal monitoring services to the State of Florida on the implementation of its \$812 million CDBG-DR program for the state's recovery from Hurricane Irma. Additionally, Civix is tasked with delivering pre-monitoring technical assistance on a number DEO's Irma programs, which primarily consist of its Housing Repair and Replacement Program, Infrastructure Repair Program, Voluntary Home Buyout Program, and Workforce Recovery Training Program.

Project Role: Megan serves as a Grant Manager for the project.

Oklahoma CDBG-DR TA

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

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix provided technical assistance to Oklahoma's Department of Commerce/Community Development in support of the development and launch of its 2019 CDBG-DR funded programs and activities to recover from flooding of the Arkansas River. The scope of support included building knowledge and capacity for new staff to effectively administer and manage their project portfolios; conducting trainings on CDBG-DR programmatic and cross cutting regulations, grant administration, and compliance; and providing regulatory guidance to ensure processes are meeting applicable requirements. Civix supported Oklahoma in revisions to its Action Plan, completion of its Financial Management and Grant Capacity Certifications, and provided recommendations on updates to programmatic policies and procedures. Civix also conducted a two-day in-depth site visit to develop the State's buyout program, which included coordination and outreach with local governments interested in participating in buyouts.

Project Role: Megan serves as a Grant Manager for the project.

Patrick Roberts

Senior Grant Manager

Patrick Roberts is a solution driven project manager who possesses over 30 years of proven leadership and management experience. Patrick is an expert in disaster recovery strategy, planning, implementation, compliance, monitoring and closeout reporting. He is experienced in leading organizational teams, while simultaneously responding to rapidly changing conditions on multiple programs. He has demonstrated strength in process design and improvement by utilizing and integrating newly created processes with existing framework.

RELEVANT PROJECT EXPERIENCE

Lee County CDBG-DR Grant Management Services

Client: Lee County, Florida

Description: Civix is providing Grant Compliance and Monitoring support to perform quality assurance, monitoring and reporting duties and provide technical assistance for grant compliance to the County staff and subrecipients. Civix is providing subject matter expertise in developing best practices for conducting risk assessments for all subrecipients, developing monitoring plans. Civix will also provide support in conducting monitoring of contractor implementation to ensure compliance with federal regulations and County policies and procedures, developing monitoring checklists and integrated the process into the County's system of record for tracking and follow up needs. Civix is also providing support the County for fiscal related processes to maintain and manage the County's DRGR system in accordance with the County's Action Plan.

Project Role: Patrick serves as Project Manager on this assignment.

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP. Civix has also provided technical assistance to the County on grant administration, cross-cutting requirements and compliance, and program engagement and design for the proposed LRP programs.

Project Role: Patrick serves as Senior Grant Manager for this assignment.

State of California Grant Management Services

Client: State of California Department of Housing and Community Development (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the



QUALIFICATIONS

- Over 25 years of project management and consulting experience
- Emergency Management Response & Recovery program management
- Adept in all areas of project management from initiation through closeout
- Section 3 and Labor Compliance monitoring

EDUCATION & TRAINING

- B.A., Public Administration, University of Northern Iowa, 1987

REGISTRATIONS/ CERTIFICATIONS

- Disaster Recovery
- Project Management
- Project Planning
- Change Management
- Strategic Planning

grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Patrick's role includes management and oversight of the grant administration functional areas and supporting the design and implementation of a portfolio of homeowner assistance programs.

State of Arkansas HUD Community Company Technical Assistance

Client: State of Arkansas

Description: Civix is supporting the State of Arkansas Economic Development Commission (AEDC) with development and implementation of the State's CDBG-DR programs to address the impacts of major flooding which occurred across the State in 2019. Civix has provided a variety of technical assistance to AEDC and its State partners to support development of its CDBG-DR grant, including assessment of unmet housing, infrastructure, and economic recovery needs, as well as development of the State's CDBG-DR Action Plan. Civix provides the State with CDBG-DR regulatory guidance, training, and supports program design and implementation.

Project Role: Patrick served as a Senior Grant Manager.

HUD Community Compass - Puerto Rico CDBG-DR Technical Assistance

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

Description: Civix is part of a team of firms providing technical assistance to Puerto Rico's Department of Housing in support of the development and launch of its CDBG-DR funded programs and activities in response to the impacts of Hurricane Maria in 2017. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR programmatic and cross-cutting regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. Civix has support Puerto Rico across its portfolio of housing, infrastructure, planning, and economic development programs through technical assistance and best practices on program design and implementation.

Project Role: Patrick served as a Senior Grant Manager.

Oklahoma CDBG-DR TA

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

Description: Civix is providing technical assistance to Oklahoma's Department of Commerce/Community Development in support of the development and launch of its 2019 CDBG-DR funded programs and activities to recover from flooding of the Arkansas River. Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR programmatic and cross-cutting regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. Civix has support Oklahoma in revisions to its Action Plan, completion of its Financial Management and Grant Capacity Certifications, and recommendations on updates to programmatic policies and procedures.

Project Role: Patrick served as a Senior Grant Manager.

Leigh Scudder

Senior Grant Manager

Leigh Scudder is an experienced grant manager who led the oversight of over \$300 million of Department of Housing and Urban Development Community Development Block Grant – Disaster Recovery funds for flood hazard area property buyout and relocation programs. He has facilitated training to ensure his team provides quality control throughout the grant process which includes case file completion and program compliance. In addition to his grant management experience, Leigh also provides GIS services required for spatial data tasks.

RELEVANT PROJECT EXPERIENCE

State of California Grant Management Services

Client: State of California Department of Housing and Community Development (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Leigh serves as a Senior Grant Manager for this engagement.

RELEVANT PRIOR EXPERIENCE

GrantWorks, Inc.

Responsibilities: Leigh served as a Grant Manager and maintained the following responsibilities:

- Served as lead Grant Manager overseeing over \$300m of Department of Housing and Urban Development (HUD) Community Development Block Grant - Disaster Recovery (CDBG-DR) funds for Houston and Harris County's respective flood hazard area property buyout and relocation programs.
- Trained a team providing quality control of the buyout programs' property owner and tenant case files to ensure that the cases receive maximum possible assistance, and that program compliance is achieved.
- Utilized the Code of Federal Regulations, the Federal Register, and best practices to craft internal policies and procedures to ensure meticulous, audit-ready program documentation.
- Facilitated regular meetings, prepared reports, and provided technical assistance sessions and tools for the GLO, Houston, and Harris County.
- Provided QA/QC for draw requests for direct and indirect program costs across multiple eligible activity types.



QUALIFICATIONS

- Grant Management
- Program Administration
- Compliance
- GIS
- Training

EDUCATION & TRAINING

- Master of Regional Planning, 2019, Cornell University
- Post Baccalaureate Certificate in GIS Pennsylvania State University
- B.A., History, Western Connecticut State University

- Prior to leading buyout programs, was lead Grant Manager for Houston and Harris County Planning Study funds, Harris County Homeowner Reimbursement Program funds, and City of Houston Public Services funds.

New York Governor's Office of Storm Recovery

Responsibilities: Leigh served as a Program Assistant and maintained the following responsibilities:

- Initially served as a Resilience AmeriCorps member for one year term, then subsequently hired as Program Assistant.
- Edited, reviewed, and tracked program and legal documentation for CDBG-DR funded work across the state.
- Collaborated with over 100 municipal and NGO partners to complete and submit grant reporting and budget amendment requests.
- Served as point of contact to 19 NGO partners for NY Rising Community Centers Program, which created a network of community-based NGOs serving constituents in disaster preparedness and recovery.
- Used Geographic Information Systems (GIS) for project environmental review, and other ad-hoc tasks requiring spatial data.

Jamiela Sekou

Senior Grant Manager

Jamiela Sekou is an accomplished financial planner and analyst with experience in state and federal grant management and compliance. At Civix, Jamiela serves as a Senior Grant Manager where she collects, maintains, and reports programmatic and financial data to facilitate analysis. Prior to Civix, Jamiela served as a Director of Finance for 13-college preparatory charter schools in Louisiana where she led the successful execution of annual financial statement, programmatic, and internal control audits. She has experience managing operational budgets in excess of \$100 million while managing a team of accountants, purchasing, and grant administration staff.



RELEVANT PROJECT EXPERIENCE

Oregon Disaster Recovery and Resilience Program Management Services

Client: Oregon Housing and Community Services

Description: The State of Oregon, Housing and Community Services received \$422 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2020. Civix provides policy and process development, along with SOP documentation for Oregon's homeowner recovery program. Additionally, Civix provides operational support to the program, conducting QA/QC reviews for the intake and eligibility determination of all applicant files. To date, Civix has conducted hundreds of file reviews, ensuring applicant compliance with program guidance.

Project Role: Jamiela serves as Senior Grant Manager for this assignment.

City of Mobile – CDBG-DR Planning Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. Civix has provided ongoing support to development programs and activities, conduct training and capacity building, and engage stakeholders in preparation for implementation. In addition, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Jamiela serves as a Senior Grant Manager for this assignment. Her role focuses on fiscal controls and financial management.

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant

QUALIFICATIONS

- Experienced with state and national grant policies
- Experienced working with multiple constituents to achieve ambitious fiduciary and programmatic results
- Knowledgeable with fiscal year planning and expense management
- Experience effectively designing policies and procedures to drive expense and grant compliance
- Grant Administration
- Financial Management

EDUCATION & TRAINING

- Master of Business Administration, 2021, Tulane University
- B.A., Political Science/History, 2011, University of Michigan

management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Jamiela serves as a Senior Grant Manager and supports the development of financial management policies procedures and operational processes.

Wayne County CDBG-DR Action Plan

Client: Wayne County, Michigan

Description: Civix serves as a subcontractor to TDA Consulting to develop a Community Development Block Grant Disaster Recovery (CDBG-DR) Action Plan for Wayne County, Michigan. The scope of work includes full support for development of the CDBG-DR action plan, from guidance on HUD's Universal Notice, conducting an unmet needs and mitigation needs assessment, program design, community and stakeholder engagement, and development of an Action Plan that meets all HUD requirements.

Project Role: Jamiela serves as Senior Grant Manager for this assignment.

Lee County CDBG-DR Grant Management Services

Client: Lee County, Florida

Description: Civix is providing Grant Compliance and Monitoring support to perform quality assurance, monitoring and reporting duties and provide technical assistance for grant compliance to the County staff and subrecipients. Civix is providing subject matter expertise in developing best practices for conducting risk assessments for all subrecipients, developing monitoring plans. Civix will also provide support in conducting monitoring of contractor implementation to ensure compliance with federal regulations and County policies and procedures, developing monitoring checklists and integrated the process into the County's system of record for tracking and follow up needs. Civix is also providing support the County for fiscal related processes to maintain and manage the County's DRGR system in accordance with the County's Action Plan.

Project Role: Jamiela serves as Senior Grant Manager for this assignment.

CDBG-DR Program Oversight and Monitoring

Client: State of Florida - Department of Commerce (Florida Commerce), Office of Long-Term Resiliency (OLTR)

Description: Civix provides quality assurance/quality control and programmatic and fiscal monitoring services to the State of Florida on the implementation of its Hurricane Irma and Hermine/Matthew CDBG-DR recovery programs, a combined funding total of \$929 million. Additionally, Civix is tasked with delivering pre-monitoring technical assistance on a number of OLTR's Irma and Hermine/Matthew programs, which primarily consist of its Housing Repair and Replacement Program, Workforce Affordable Housing Program, Infrastructure Repair Program, Voluntary Home Buyout Program, and Workforce Recovery Training Program.

Project Role: Jamiela serves as an Assistant Project Manager and supports the financial management monitoring and compliance and other cross-cutting requirements.

Lacey Sigmon

Senior Grant Manager

Lacey Sigmon has over 12 years of professional experience and over 10 years of experience as an urban planner specializing in federally funded project management and program administration. She led the administration of almost \$2 billion dollars in federal funds and the management of \$500 million dollars of construction to permanent affordable housing loans. Lacey has served as strategic leader in disaster recovery, research and policy development.

RELEVANT PROJECT EXPERIENCE

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Lacey serves as a Senior Grant Manager for the engagement.

RELEVANT PRIOR EXPERIENCE

GrantWorks, Inc.

Responsibilities: Lacey served as Vice President of State Program Management and Director of Project Management and maintained the following responsibilities:

- Managed staffing decisions and strategized staffing hires and placements within the disaster recovery team at GrantWorks.
- Managed a team of 22+ team members working with the Texas General Land Office to administer almost a \$1 billion dollars in federal funds allocated for Hurricane Harvey recovery.
- Facilitated large meetings with and presented policy decisions to City of Houston staff.
- Provided CDBG-DR subject matter expertise, technical assistance, and strategic support to State of Texas staff.
- Researched, developed, trained, and communicated policies and procedures for the oversight and administration of the federal funds.



QUALIFICATIONS

- Over 12 years of professional experience
- Federal Program Management
- CDBG-DR SME
- Training
- Research
- Strategic Planning
- Program Administration, Infrastructure and Multi-family housing

EDUCATION & TRAINING

- Master of Urban and Regional Planning, 2015, University of Michigan
- B.A., 2012, New College of Florida

New York State Governor's Office of Storm Recovery (GOSR)

Responsibilities: Lacey has served as the Director of Policy for Community Reconstruction, Infrastructure, and Rebuild by Design, Deputy Director of Policy for Community Reconstruction, Infrastructure and Rebuild by Design, and Community Reconstruction Senior Policy Analyst and maintained the following responsibilities:

- Managed seven (7) policy staff members to oversee the administration of over \$1 billion dollars in federal funding for Superstorm Sandy recovery, including: research, develop, and write policy and procedures; complete reports for senior and executive staff; provide technical assistance to GOSR staff, local governments, and non-profit stakeholders.
- Managed strategic decisions with senior staff about program policy, funding, and staffing.
- Coordinated with GOSR legal, environmental, diversity and civil rights, and
- monitoring staff.

Andrala Walker

Senior Grant Manager

Andrala Walker has experience managing complex grant programs and projects from pre-award analysis to fiscal oversight and closeout. She is a strategic leader and has successfully guided teams to deliver outstanding outcomes, overseeing programs with budgets up to \$740 million and managing grant portfolios totaling \$2.2 billion.

RELEVANT PROJECT EXPERIENCE

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Andrala serves as a Senior Grant Manager for the engagement.

RELEVANT PRIOR EXPERIENCE

U.S. Department of Health and Human Services, Washington, DC

Responsibilities: Andrala served as a Grants Career Development Program Manager. In the Office of Grants' Division of Workforce Development (HHS), she developed grants management training for its 7,000+ grants workforce across the agency's 11 operating divisions, managing a combined annual total of approximately \$1.3 trillion in grant funding. Andrala also maintained the following responsibilities:

- Led a three-person instructional team to develop and deliver grant management training for program officers consistent with federal grant laws, regulations, and policies, such as 2 CFR part 200, using ADDIE and the Kirkpatrick model.
- Reviewed and provided executive summaries, opinion memos, and recommendations on emerging grant issues, laws, policies, and new regulations for senior leaders.
- Drafted grants policy technical assistance tools and supporting data (one-pagers, analysis spreadsheets, etc.) for HHS operating divisions on the 2024 updates to 2 CFR 200, and other grants-related OMB memoranda, Inspector General reports, and federal regulatory policy.



QUALIFICATIONS

- Program Management
- Grant Management Oversight
- Grant Administration
- Training
- Grant Policies SME
- Report Drafting

EDUCATION & TRAINING

- Master of Arts, Grant Writing Management and Evaluation, Concordia University-Chicago
- B.A, English Literature, Southern University and A&M College

REGISTRATIONS/ CERTIFICATIONS

- Federal Grants Management
- Project Management
- Global Career Development Facilitator

WMATA, Washington, D.C.

Responsibilities: Andrala served as a Grant and Financial Management Officer. She worked with the Senior Manager for Grants Administration to oversee the agency's discretionary federal transportation grant portfolio (\$675 million) throughout the lifecycle, from identifying funding opportunities and preparing applications to grant closeout. Andrala also maintained the following responsibilities:

- Drafted and submitted three successful competitive grant applications to the U.S. Department of Homeland Security, totaling \$576,323 for transit-related grants.
- Ensured pre- and post-award compliance and completed quarterly reporting for federal awards.
- Attended capital project weekly meetings to monitor grant progress.

U.S. Department of Housing and Urban Development, Washington, D.C.

Responsibilities: Andrala served as a Community Planning and Development Specialist. As Headquarters staff for the Community Development Block Grant (CDBG) program, Andrala worked closely with assigned HUD Field Office staff across 12 states to provide technical assistance and grant management oversight to state and local government CDBG recipients and subrecipients. Conducted national training on grant closeout, policies, and best practices. Andrala also maintained the following responsibilities:

- Created a staff onboarding process and training initiative for 13 new staff members.
- Facilitated meetings and drafted action plans for senior leadership.
- Authored HUD's Congressional Report on CDBG Program Outcomes in 2021.
- Acted as CDBG grants liaison to the Appalachian Regional Commission, managing six federal awards totaling \$13 million.

U.S. Department of Housing and Urban Development, Washington, D.C.

Responsibilities: Andrala served as a Management and Program Specialist and reviewed and edited Notices of Funding Opportunities (NOFOs) for compliance with federal housing laws, regulations, and policies. Programs in her portfolio included Native American Block Grant Construction and Rehabilitation, Community Development Block Grant for Indian Tribes and Alaska Native Villages, and the Continuum of Care, HUD's largest discretionary grant competition, awarding over 2.2 billion dollars annually. Andrala also maintained the following responsibilities:

- Updated HUD's 25-year-old Grants Management Handbook in 2017, aligning it with 2 CFR 200 and the latest grants laws and regulations for compliance and effectiveness.
- Assessed legislation to gauge impact on grants management protocols for the agency. Researched best-in-class business and management practices to enhance agency grant programs.
- Developed and managed the grants SharePoint site for the agency.
- Represented the Office on several federal and inter-agency working groups, including the Office of Management and Budget's Federal Assistance Career Roadmap project, the Department's grants technology modernization initiatives, and HUD's Working Capital Fund sub-committee.

U.S. Department of Health and Human Services, Washington, D.C.

Responsibilities: Andrala served as a Supervisory Community Services Program Specialist. She managed the daily operations of the \$740M Community Services Block Grant (CSBG) in the U.S. Department of Health and Human Services' Administration for Children and Families, serving approximately 1,000 grant recipients. Andrala supervised a team of nine (9) federal staff members and contractors. She worked closely with the Division Director to oversee technical assistance contracts, provide training for grant recipients, and develop regular performance reports and updates to Congress upon request. Andrala managed project timelines, budgets, and stakeholder communication, ensuring seamless coordination and achievement of key objectives. Andrala also maintained the following responsibilities:

- Led the effort to develop an automated system for the annual review of state and tribal CSBG funding applications replacing a 50-year-old paper application system.
- Assisted the Director on several high-profile assignments, including launching the White House Rural IMPACT initiative with the Domestic Policy Council.

Brenda Wu

Senior Grant Manager

Brenda Wu has 15 years of professional experience specializing in compliance monitoring and regulatory compliance. Brenda has conducted training programs for grantees and provided technical assistance regarding CDBG-DR/MIT program requirements for staff, grantees, subrecipients, and local community development planners. She has conducted programmatic and financial monitoring reviews to ensure \$17.6 billion CDBG-DR funds contracted to grantees and subrecipients were disbursed in accordance with federal, state, and grant-specific regulations under 2 CFR Part 200, 24 CFR Parts 84, 85, 135, and 570, 49 CFR Part 24, 29 CFR Parts 1-7, and state travel guides.

RELEVANT PROJECT EXPERIENCE

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Brenda serves as a Senior Grant Manager.

Lee County CDBG-DR Grant Management Services

Client: Lee County, Florida

Description: Civix is providing Grant Compliance and Monitoring support to perform quality assurance, monitoring and reporting duties and provide technical assistance for grant compliance to the County staff and subrecipients. Civix is providing subject matter expertise in developing best practices for conducting risk assessments for all subrecipients, developing monitoring plans. Civix will also provide support in conducting monitoring of contractor implementation to ensure compliance with federal regulations and County policies and



QUALIFICATIONS

- Compliance Monitoring
- Regulatory Compliance
- Training
- Fluent in Chinese and Taiwanese

EDUCATION & TRAINING

- Master of Business Administration, 2011, Southern University
- B.A., Information Technology and Management, 2004, Christ's College, Taiwan

REGISTRATIONS/ CERTIFICATIONS

- Final Rule Update Davis-Bacon and Related Acts Training, HUD, 2023
- Section 3 Final Rule Training Series, HUD, 2021
- Uniform Relocation Assistance and Real Property Acquisition Act of 1970 Trainings, HUD, 2016 and 2020
- Davis-Bacon and Labor Standards Compliance Trainings, HUD, 2015 and 2019
- CDBG-DR Problem Solving Clinic, HUD, 2018
- Economic Development Finance Professional Certification (#0916-027), National Development Council, 2016
- Advanced CDBG Training, Council of State Community Development Agencies, 2016
- CDBG Boot Camp Training, Council of State Community Development Agencies, 2015
- Advanced Microsoft Excel 2013, Lantec of Louisiana, 2015

procedures, developing monitoring checklists and integrated the process into the County's system of record for tracking and follow up needs. Civix is also providing support the County for fiscal related processes to maintain and manage the County's DRGR system in accordance with the County's Action Plan.

Project Role: Brenda serves as a Senior Grant Manager for this assignment.

Shelby County NDRC Grant Implementation

Client: Shelby County Government

Description: After assisting the Office of Sustainability and Resilience in the successful submission of their NDRC application, Shelby County reengaged Civix to support the implementation of its CDBG-DR award. Civix provides project management support, guidance on regulatory requirements, including compliance monitoring and support with audits, data management and reporting, policy and procedures development, and program design. Civix's support included tracking performance metrics, guiding the County and its NDR grant through HUD's DRGR system, and establishing a records management and filing system for official use during internal and external audits and monitoring. In addition to this range of services, Civix created and continues to maintain the County's NDR website which is a platform for communicating with the public regarding the planned projects and the primary method used to ensure compliance with HUD's requirements for comprehensive website maintenance.

Project Role: Brenda serves as a Senior Grant Manager for this assignment.

California Labor Compliance TA

Client: State of California Department of Housing and Community Development (HCD), Division of Federal Financial Assistance (DFFA)

Description: The State of California Department of Housing and Community Development (HCD) engages Civix to provide labor standards compliance services for the federally funded programs it administers (CDBG-DR/MIT, CDBG, CDBG-CV, HOME, HOME-ARP, NHTF, and ESG programs). The scope of these labor standards compliance services includes compliance support, technical assistance, capacity building efforts and subrecipient monitoring. To meet the needs of HCD's scope, Civix employs a team of subject matter experts (SMEs), technical assistance (TA) providers, and monitoring personnel who operate in the areas of federal and state prevailing wage determinations, state labor code and federal Davis-Bacon and Related Acts (DBRA), Section 3, minority- and women-business enterprise (MBE/WBE), and Affirmatively Furthering Fair Housing (AFFH) requirements, to offer cross-cutting regulatory compliance, subrecipient monitoring and oversight, and federal reporting guidance.

Project Role: Brenda serves as a Senior Grant Manager for this project.

CDBG-DR Program Oversight and Monitoring

Client: State of Florida - Department of Commerce (FloridaCommerce), Office of Long-Term Resiliency (OLTR)

Description: Civix provides quality assurance/quality control and programmatic and fiscal monitoring services to the State of Florida on the implementation of its Hurricane Irma and Hermine/Matthew CDBG-DR recovery programs, a combined funding total of \$929 million. Additionally, Civix is tasked with delivering pre-monitoring technical assistance on a number of OLTR's Irma and Hermine/Matthew programs, which primarily consist of its Housing Repair and Replacement Program, Workforce Affordable Housing Program, Infrastructure Repair Program, Voluntary Home Buyout Program, and Workforce Recovery Training Program.

Project Role: Brenda serves as a Senior Grant Manager for this assignment.

Erica Verma

Grant Manager

Erica Verma is a seasoned grant management professional with extensive experience in handling multi-million-dollar grants and contracts. She has demonstrated exceptional skills in project management, grant writing, and policy research. Throughout her career, Erica has successfully managed diverse programs ranging from housing and community development to workforce and economic development. Her experience includes housing programs including rehabilitation, first time homebuyer, affordable housing development, planning support for Fair Housing, regional workforce development, safe streets, housing production plans, infrastructure improvements of streets, sidewalks, and water pipe upgrades, public services including food pantries, youth & family services, mental health, and AC distribution, and Economic Development projects including storefront improvements, outdoor dining, MicroEnterprise grants, small business development, and targeted technical assistance. Her expertise in coordinating with multiple stakeholders, including federal, state, and local entities, as well as non-profit organizations, has enabled her to streamline administrative processes and ensure compliance with various regulatory requirements. Erica's ability to develop and implement effective departmental policies and procedures has significantly enhanced operational efficiency and program outcomes.

RELEVANT PROJECT EXPERIENCE

City of Mobile – CDBG-DR Planning Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. Civix has provided ongoing support to development programs and activities, conduct training and capacity building, and engage stakeholders in preparation for implementation. In addition, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Erica serves as a Grant Manager for this assignment.

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed



QUALIFICATIONS

- Extensive experience managing multi-million-dollar grants and contracts, ensuring compliance with federal, state, and local regulations
- Demonstrated ability to coordinate with multiple stakeholders, including federal, state, and local entities, and non-profit organizations
- Skilled in program monitoring, compliance, administrative processes, and multi-stakeholder coordination
- HUD Development: LIHTC, RAD, PBV, HOME, CHOICE, PH
- HUD Programming: CDBG, CoC, Section 8, and VASH Vouchers
- DOL workforce development
- SBA small business development
- Treasury: American Rescue Plan Act
- 2CFR, 24CFR, 29CFR

EDUCATION & TRAINING

- Master of Public Policy and Administration, 2018, Northwestern University School of Professional Studies
- B.A., Political Science, Seton Hill University

CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP.

Project Role: Erica serves as Grant Manager for this assignment.

St. Louis County CDBG-DR

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

Description: Civix is providing technical assistance and subject matter expertise to the County of St. Louis, MO as a first-time recipient of CDBG-DR funds. Impacted by a severe storm and flooding event in 2022, Civix has supported the County of St. Louis' Department of Human Services navigate the difference between entitlement CDBG and the added requirements and flexibilities of its \$56.4M disaster recovery funds. The team initially provided guidance on the overall processes and timeline to secure HUD approval, sharing best practices and lessons learned from other grantees. The team provided onsite training to grantee staff covering topics from grant basics to specific content requests. The team supported the grantee through completion of a grant overview tool to complete a capacity assessment for submission in the grantee's implementation plan to HUD. The team also conducted a financial self-assessment with the grantee to determine capacity and needs to be compliant with federal financial regulations. Civix shared resources and toolkits to help navigate the outreach requirements of the 2020 Consolidated Notice. Civix has provided staff guidance and feedback on policies for the grant management and financial certifications. The team provided key resources on unmet needs assessment and program details needed for HUD's Public Action Plan. Civix will provide technical assistance through the publication of the CDBG-DR Action Plan.

Project Role: Erica serves as a Grant Manager for this assignment.

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Erica serves as a Grant Manager for this assignment.

City of Greensboro Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Housing Plan Update, and Standard Operating Procedures

Client: City of Greensboro, North Carolina

Description: Civix is currently leading the effort to develop updated housing plans and analysis for the City of Greensboro, building on previous work with the City. Civix is leveraging extensive experience with HUD-required plans to guide the City through stakeholder consultation, data analysis, program and policy review, and recommendation development for the City's Analysis of Impediments to Fair Housing Choice (AI) and Consolidated Plan. Additionally, the Civix team is managing the update of the City's housing market study and strategy HousingGSO. As part of these processes, Civix will be working with City staff to formalize new internal Standard Operating Procedures (SOPs) for grant management and housing program delivery.

Project Role: Erica serves as a Grant Manager for this project.

Sheryl Westbrook

Grant Manager

Sheryl Westbrook is a skilled Policy Analyst who possesses over 20 years of professional experience. Sheryl is experienced in disaster recovery policies and procedures. Prior to her time at Civix, Sheryl served as Case Manager III for the Restore LA project where she provided disaster program benefits verification, eligibility redetermination, and damage assessment reviews.

RELEVANT PROJECT EXPERIENCE

Oregon Disaster Recovery and Resilience Program Management Services

Client: State of Oregon Housing and Community Services

Description: The State of Oregon Housing and Community Services received \$422 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2020. Civix provides QA/QC policy and process development as well as completed intake and final eligibility QA/QC reviews of all applicants seeking housing assistance.

Project Role: Sheryl serves as a Quality Control Specialist, providing support at the intake review stage for each application submitted for program participation to ensure eligibility criteria are met.

CA Strategic Growth Grant Management

Client: California Governor's Office of Planning and Research, Strategic Growth Council

Description: Civix provides comprehensive grant management support to the State of California's Strategic Growth Council (SGC) across several key programs, including Affordable Housing and Sustainable Community, Transformative Climate Communities, the Community Resilience Center, and various energy programs such as the Solar Virtual Power Plant and Solar for All. Their services include developing policies and procedures, grant administrative manuals, data management, and stakeholder engagement. Civix also offers technical assistance to program applicants and provides overall project management to support both program staff and leadership.

Civix supports SGC's human resources by assisting with staff transitions to state civil service.

Project Role: Sheryl serves as a Grant/Closeout Specialist for this assignment.

Community Resilience Center Program Technical Assistance

Client: California Strategic Growth Council

Description: The Strategic Growth Council hired Civix to provide technical assistance to applicants to the \$98.6 million Round 1 of the Community Resilience Center Program. The program funds planning, project development, and implementation grants to plan for and build or retrofit facilities to serve as Community Resilience Centers across the State of California. Civix provides grant management support to the Strategic Growth Council staff including application review and assistance developing program materials. Civix provided direct technical assistance to 50 applicants including one on one consultation, answering program guideline questions, providing tailored feedback on applications, and developing data management and reporting processes to communicate progress.

Project Role: Sheryl serves as a Grant/Closeout Specialist for this assignment.

Texas GLO Hurricane Harvey Housing Program Implementation

Client: State of Texas General Land Office (GLO)



QUALIFICATIONS

- Over 20 years of professional experience
- Skilled in disaster recovery policies and procedures
- FEMA Disaster Contractor

EDUCATION & TRAINING

- Real Estate License
Burk Baker School of Real Estate
- Medical Office Administration
Delta College of Arts & Technology
- Business Management
Southeastern Louisiana University

REGISTRATIONS/ CERTIFICATIONS

- Medical Office Administration, Transcription, Billing & Coding
- LA Real Estate
- FEMA Disaster Contractor
- Mortgage Field Service Inspector

Description: Civix is currently tasked to support the Texas General Land Office in implementation of its Homeowner Assistance Program, which provides assistance to homeowners whose properties were damaged as a result of Hurricane Harvey. Civix provides housing program services on application intake, outreach and engagement, policies and procedures development, and quality assurance/quality control efforts. To date, our team provided data analysis and GIS support to develop a needs assessment to guide program design and outreach efforts, supported the receipt and review of over 4,000 applications across two regions, developed policies and procedures, developed, and implemented a Section 3 Plan, and trained new personnel on the program's rules and requirements.

Project Role: Sheryl is a Grant/Closeout Specialist.

Texas GLO Imelda Housing Recovery Program

Client: State of Texas General Land Office (GLO)

Description: Civix provides oversight for team of case managers responsible for meeting with program applicants, explaining program requirements, and obtaining required documentation to determine program eligibility.

Project Role: Sheryl is a Grant/Closeout Specialist.

RELEVANT PRIOR EXPERIENCE

Baker Donelson, Baton Rouge, LA

Responsibilities: Sheryl served as Case Manager III on the Restore LA project. She maintained the following responsibilities:

- Verification of benefits for disaster program; eligibility redetermination, quality control/compliance of files prior to transfer to Awards team.
- Damage assessment review: mobile home and single family dwelling receipt reviews for duplication of benefits offset; mobile home purchase agreement calculations for award adjustments and vetting; single family demolition duplication offsets.
- Reviewing files for Lead Based Paint designation; file research for AFWA/Fraud submission; special projects as assigned by senior management.
- Utilization of datasets and reporting programs for FEMA, SBA, NFIP, SharePoint, Egrants, Smartsheets, MS Office and Outlook, and Xactimate reports.

Vanguard Emergency Management, Winchester, VA

Responsibilities: Sheryl served as Disaster Housing Inspector. She maintained the following responsibilities:

- Independent Contractor performing Housing Inspections for FEMA Disaster Individual Assistance Program.
- Evaluating dwelling and personal contents for disaster related damages using ACE 4 estimating software.

Patricia Weisner

Grant Manager

Patricia "Patty" Weisner is an audit and compliance professional with expertise in multi-tiered environments including CDBG-DR funds. Patty has a proven history of designing, maintaining, and supporting innovative, and HUD funded projects with a track record of accurately delivering multiple projects on or under deadline. Patty brings expertise in monitoring and providing quality control/quality assurance work for federal grants. She brings expertise in HUD cross-cutting requirements, including Davis Bacon, Section 3, Fair Housing, records management.

RELEVANT PROJECT EXPERIENCE

Oregon Disaster Recovery and Resilience Program Management Services

Client: Oregon Housing and Community Services

Description: The State of Oregon, Housing and Community Services received \$422 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2020. Civix provides policy and process development, along with SOP documentation for Oregon's homeowner recovery program. Additionally, Civix provides operational support to the program, conducting QA/QC reviews for the intake and eligibility determination of all applicant files. To date, Civix has conducted hundreds of file reviews, ensuring applicant compliance with program guidance.

Project Role: Patty serves as a Grant Manager for this assignment.

City of Mobile – CDBG-DR Planning Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. Civix has provided ongoing support to development programs and activities, conduct training and capacity building, and engage stakeholders in preparation for implementation. In addition, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Patty serves as a Grant Manager for this assignment.

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery



QUALIFICATIONS

- Leadership/special project management – 10 years
- Provide training to individuals of all agency levels – 10 years
- Field auditing – 11 years
- Accurate assessment of high-risk situations based off inaccurate or incomplete data – 6 years
- Assess internal controls – 5 years
- Building Inspection – 1.5 years

EDUCATION & TRAINING

- Master's in Public Administration (MPA), 2015, Louisiana State University
- Dual Degrees: B.S., Political Science and B.A., Communication Studies, 2006, Minor: History, Louisiana State University

REGISTRATIONS/ CERTIFICATIONS

- COSCDA CDBG Certification – 2015
- Economic Development Finance Professional Certification (EDFP)
- Institute of Internal Auditors (IIA) – 2014
- Information System Audit and Control Association (ISACA) – 2017

needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP. Civix has also provided technical assistance to the County on grant administration, cross-cutting requirements and compliance, and program engagement and design for the proposed LRP programs.

Project Role: Patty serves as a Grant Manager for this project.

Lee County CDBG-DR Grant Management Services

Client: Lee County, Florida

Description: Civix is providing Grant Compliance and Monitoring support to perform quality assurance, monitoring and reporting duties and provide technical assistance for grant compliance to the County staff and subrecipients. Civix is providing subject matter expertise in developing best practices for conducting risk assessments for all subrecipients, developing monitoring plans. Civix will also provide support in conducting monitoring of contractor implementation to ensure compliance with federal regulations and County policies and procedures, developing monitoring checklists and integrated the process into the County's system of record for tracking and follow up needs. Civix is also providing support the County for fiscal related processes to maintain and manage the County's DRGR system in accordance with the County's Action Plan.

Project Role: Patty serves as a Grant Manager for this assignment.

St. Louis County CDBG-DR

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

Description: Civix is providing technical assistance and subject matter expertise to the County of St. Louis, MO as a first-time recipient of CDBG-DR funds. Impacted by a severe storm and flooding event in 2022, Civix has supported the County of St. Louis' Department of Human Services navigate the difference between entitlement CDBG and the added requirements and flexibilities of its \$56.4M disaster recovery funds. The team initially provided guidance on the overall processes and timeline to secure HUD approval, sharing best practices and lessons learned from other grantees. The team provided onsite training to grantee staff covering topics from grant basics to specific content requests. The team supported the grantee through completion of a grant overview tool to complete a capacity assessment for submission in the grantee's implementation plan to HUD. The team also conducted a financial self-assessment with the grantee to determine capacity and needs to be compliant with federal financial regulations. Civix shared resources and toolkits to help navigate the outreach requirements of the 2020 Consolidated Notice. Civix has provided staff guidance and feedback on policies for the grant management and financial certifications. The team provided key resources on unmet needs assessment and program details needed for HUD's Public Action Plan. Civix will provide technical assistance through the publication of the CDBG-DR Action Plan.

Project Role: Patty serves as a Grant Manager for this assignment.

North Carolina Office of Recovery and Resiliency Augment Staff

Client: North Carolina Office of Resiliency and Recovery

Description: Civix provided administrative support and subject matter expertise on over \$940 million of HUD CDBG-DR and CDBG-MIT funds. Civix's role included assisting in the development of multiple Action Plans; creation of policy and standard operating procedures (SOPs); troubleshooting the single family housing recovery program and infrastructure recovery program; and preparing to launch a statewide buyout and acquisition program through a data-driven analysis of vulnerable properties.

Project Role: Patty served as a Quality Control/Quality Assurance Specialist for this assignment. Her role included reviewing homeowner files, development of a monitoring plan and monitoring SOPs, and review of internal policies.

Siera Singler, PMP

Technical Manager

Siera Singler is a skilled project manager, business analyst, and software developer. She has worked within and on behalf of state and local governments, leading teams in the development and deployment of custom technical solutions. Her recent work includes supporting the North Carolina Office of Recovery and Resilience with data management and reporting needs across its portfolio of federal recovery programs and recently received COVID-19 relief funds.

RELEVANT PROJECT EXPERIENCE

North Carolina Office of Recovery and Resiliency HOPE Program Staff Augmentation

Client: State of North Carolina

Description: As a subcontractor to Hunt, Guillot & Associates, MB3, DBA Civix, was responsive to the call from NCORR for support on its Housing Opportunities and Prevention of Evictions (HOPE) Program, which provided critical funding to low-to-moderate income households in the forms of emergency rental and utility assistance to prevent homelessness and improve housing stability amidst the COVID-19 pandemic. Building on Civix's work with NCORR on its CDBG-DR and CDBG-MIT funding, the team shifted to the HOPE Program to provide support in the areas of case management, file reviews, stakeholder outreach, and data management and reporting.

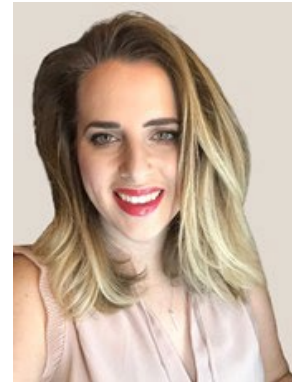
Project Role: Siera provided continued data management and reporting services in support of HOPE Program operations. Siera also provided support for the programs data audit utilizing a combination of data from Salesforce and the North Carolina Accounting System.

North Carolina CDBG-DR MIT Staff Augmentation

Client: State of North Carolina

Description: Civix provided key personnel to NCORR in the areas of planning and program support, quality assurance/quality control, and custom web portal development. In our role as planning and program support subject matter experts and QA/QC specialists, we worked closely with NCORR staff as key advisors on operational efficiency, policy matters, and regulatory compliance. In the capacity of a software developer, we led the development of the North Carolina Accountability Dashboard, NCORR's web-based Esri-built public portal, built in coordination with the North Carolina Government Data Analytics Center (GDAC) and the North Carolina Department of Information Technology (DIT). Civix was also tasked with delivering programmatic production reports within the State's System of Record, Salesforce, which included generating reporting metrics, tools, and visual analytics.

Project Role: Siera served as a Reporting Specialist, supporting the development of the Accountability Dashboard. She worked closely with NCORR and GDAC to define the requirements and design for the dashboard. Siera supported



QUALIFICATIONS

- Over 7 years of experience as a professional software developer and data analyst
- Skilled in Project Management, Customer Service, Vendor Management, Requirements Gathering, Technical Documentation, Process Improvement, Agile Development, and Testing / QA

EDUCATION & TRAINING

- B.S., Information Systems, Salisbury University; Salisbury, MD, 2013

REGISTRATIONS/ CERTIFICATIONS

- Project Management Institute (PMP), 2019
- ITIL Foundations v3 – AXELOS, 2018

SOFTWARE

- Salesforce (Service Cloud, Knowledge, Community Cloud, LiveMessage)
- Samanage (SolarWinds Service Desk)
- Samanage for Salesforce
- AirWatch
- Procore
- MS Office
- SQL Server
- SSRS
- Visual Studio
- Basecamp

the ongoing reporting and data management needs of NCORR and the NC governor.

Wayne County CDBG-DR Action Plan

Client: Wayne County, Michigan

Description: Civix serves as a subcontractor to TDA Consulting to develop a Community Development Block Grant Disaster Recovery (CDBG-DR) Action Plan for Wayne County, Michigan. The scope of work includes full support for development of the CDBG-DR action plan, from guidance on HUD's Universal Notice, conducting an unmet needs and mitigation needs assessment, program design, community and stakeholder engagement, and development of an Action Plan that meets all HUD requirements.

Project Role: Siera serves as a Business Analyst and Developer for this engagement.

State of California RecoverCA Program Management Software

Client: State of California Department of Housing and Community Development

Description: The State of California has received more than \$1 billion to recover from recent disasters. The state contracted with Civix in 2019 to provide a system of record to manage its Owner-Occupied Repair and Rehabilitation Program, which is designed to serve impacted homeowners across the state. Civix delivered its eGrants product as the solution to facilitate the state's management of the program. The system includes a public facing portal for homeowners to register for assistance and submit an application, as well as a staff interface that comprises the full workflow from eligibility and benefit determination, to construction, to closeout.

Project Role: Siera served as a Business Analyst and Developer for this engagement. She managed data and reporting processes for multiple programs by leveraging Salesforce and SharePoint to track key performance metrics, supporting project outcomes, financial tracking, and closeout procedures. She also collaborated closely with County stakeholders to provide timely project updates and effectively captured data through existing systems, improving accessibility and organization for project-related information. Additionally, Siera provided ad-hoc reporting support to state auditors, ensuring the accuracy and integrity of program data.

Shelby County NDRC Grant Implementation

Client: Shelby County Government

Description: After assisting the Office of Sustainability and Resilience in the successful submission of their NDRC application, Shelby County reengaged Civix to support the implementation of its CDBG-DR award. Civix provides project management support, guidance on regulatory requirements, including compliance monitoring and support with audits, data management and reporting, policy and procedures development, and program design. Civix's support included tracking performance metrics, guiding the County and its NDR grant through HUD's DRGR system, and establishing a records management and filing system for official use during internal and external audits and monitoring. In addition to this range of services, Civix created and continues to maintain the County's NDR website which is a platform for communicating with the public regarding the planned projects and the primary method used to ensure compliance with HUD's requirements for comprehensive website maintenance.

Project Role: Siera serves as a Business Analyst for this engagement. She managed data and reporting processes, tracking key performance metrics to support project outcomes. She collaborated with County stakeholders to ensure timely project updates and effectively captured data through SharePoint lists and forms, enhancing accessibility and organization for project-related information.

Jennifer Barnes

Grant Analyst

Jennifer Barnes is an accomplished grant management professional with over five years of experience in securing and managing substantial grant funding to support community programs. She has a proven track record of writing, managing, and closing out HUD CDBG grants amounting to over \$25 million, significantly impacting public services in her community. Jennifer excels in creating and implementing programming, managing staff, and ensuring compliance with applicable regulations. Her ability to provide exceptional customer service and collaborate across teams has contributed to the success of various programs. Jennifer has consistently demonstrated strong leadership, creativity, and organizational skills, making her an asset to any community-focused initiative.



RELEVANT PROJECT EXPERIENCE

Community Resilience Center Program Technical Assistance

Client: California Strategic Growth Council

Description: The Strategic Growth Council hired Civix to provide technical assistance to applicants to the \$98.6 million Round 1 of the Community Resilience Center Program. The program funds planning, project development, and implementation grants to plan for and build or retrofit facilities to serve as Community Resilience Centers across the State of California. Civix provides grant management support to the Strategic Growth Council staff including application review and assistance developing program materials. Civix provided direct technical assistance to 50 applicants including one on one consultation, answering program guideline questions, providing tailored feedback on applications, and developing data management and reporting processes to communicate progress.

Project Role: Jennifer serves as a Grant Analyst for this assignment.

California Labor Compliance Technical Assistance

Client: State of California Department of Housing and Community Development (HCD), Division of Federal Financial Assistance (DFFA)

Description: The State of California Department of Housing and Community Development (HCD) engages Civix to provide labor standards compliance services for the federally funded programs it administers (CDBG-DR/MIT, CDBG, CDBG-CV, HOME, HOME-ARP, NHTF, and ESG programs). The scope of these labor standards compliance services includes compliance support, technical assistance, capacity building efforts and subrecipient monitoring. To meet the needs of HCD's scope, Civix employs a team of subject matter experts (SMEs), technical assistance (TA) providers, and monitoring personnel who operate in the areas of federal and state prevailing wage determinations, state labor code and federal Davis-Bacon and Related Acts (DBRA), Section 3, minority- and women-business enterprise (MBE/WBE), and Affirmatively Furthering Fair Housing (AFFH) requirements, to offer cross-cutting regulatory compliance, subrecipient monitoring and oversight, and federal reporting guidance.

Project Role: Jennifer serves as a Grant Analyst for this assignment.

QUALIFICATIONS

- Over 5 years of experience in grant management, securing and managing over \$25 million in funding for CDBG-funded public services programs.
- Demonstrated ability to support community initiatives through grant writing, fund management, and program development.
- Skilled in program management, customer service, and cross-team collaboration to enhance operational efficiency and program outcomes.

EDUCATION & TRAINING

- B.A., Speech Pathology and Language Hearing, 2014, University of Kansas

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Jennifer serves as a Grant Analyst for this assignment.

City of Greensboro Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Housing Plan Update, and Standard Operating Procedures

Client: City of Greensboro, North Carolina

Description: Civix is currently leading the effort to develop updated housing plans and analysis for the City of Greensboro, building on previous work with the City. Civix is leveraging extensive experience with HUD-required plans to guide the City through stakeholder consultation, data analysis, program and policy review, and recommendation development for the City's Analysis of Impediments to Fair Housing Choice (AI) and Consolidated Plan. Additionally, the Civix team is managing the update of the City's housing market study and strategy HousingGSO. As part of these processes, Civix will be working with City staff to formalize new internal Standard Operating Procedures (SOPs) for grant management and housing program delivery.

Project Role: Jennifer serves as a Grant Analyst for this project.

RELEVANT PRIOR EXPERIENCE**Johnson County Park and Recreation District of Gardner, Kansas**

Responsibilities: Jennifer managed all aspects of the agency's HUD CDBG grant funding, from writing proposals to closing out awarded grants, securing over \$25 million in funding. She collaborated with multiple teams to onboard and test new software, improving program management for over 80 public services programs. Her role also involved providing high-quality customer service to patrons, ensuring the needs of families and the organization were met.

Project Role: Jennifer served as the Children's Services Grant Administrator.

Julius Thompson-Hicks

Grant Analyst

Julius Thompson-Hicks has more than five (5) years of experience with government grants and contracts. Julius is skilled in navigating state and federal grant management policies, reviewing contract documentation, and processing grant applications. Julius successfully managed the financial implementations of a seven (7) million-dollar CDBG fund. He has experience monitoring CDBG awardees to ensure financial compliance with federal, local, and department regulations.

RELEVANT PROJECT EXPERIENCE

City of Mobile – CDBG-DR-Planning Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. In addition to the development of the CDBG-DR Local Recovery Plan, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Julius serves as a Grant Manager for this assignment.

State of California Grant Management Services

Client: State of California Department of Housing and Community Development (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Julius supports the Infrastructure(DR and MIT) team as needed through the implementation process.

City of Norfolk, VA HUD CPD Technical Assistance

Client: Department of Housing and Community Development

Description: Civix is engaged with the Department of Housing and Community Development to provide on-call technical assistance, trainings, and program management support across its portfolio of HUD CPD grants (CDBG, HOME, ESG) to build capacity and ensure compliance. Civix has supported Renovate Norfolk, the City's owner-occupied housing rehabilitation program, by developing the policies and procedures, application priorities, and building tools for effective program implementation. Civix



QUALIFICATIONS

- 5 years of Grant & Contract Management
- Project Management
- Grant Administration & Management
- Compliance

EDUCATION & TRAINING

- B.S., Philosophy, 2007, San Francisco State University

prepared the 2022 Analysis of Impediments to Fair Housing Choice report (AI) to help identify Norfolk's housing challenges, and opportunities for community and economic development. Civix has also provided support and guidance in monitoring preparations and responses, updating grant administration policies, and developing greater collaboration with partner agencies.

Project Role: Julius serves as a Grant Manager for this assignment.

CA Strategic Growth Council Grant Management

Client: California Governor's Office of Planning and Research, Strategic Growth Council

Description: Civix provides comprehensive grant management support to the State of California's Strategic Growth Council (SGC) across several key programs, including Affordable Housing and Sustainable Community, Transformative Climate Communities, the Community Resilience Center, and various energy programs such as the Solar Virtual Power Plant and Solar for All. Their services include developing policies and procedures, grant administrative manuals, data management, and stakeholder engagement. Civix also offers technical assistance to program applicants and provides overall project management to support both program staff and leadership. Civix supports SGC's human resources by assisting with staff transitions to state civil service.

Project Role: Julius serves as a Grant Manager for this assignment.

RELEVANT PRIOR EXPERIENCE

Jefferson Parish Office of Community Development

Responsibilities: Julius served as a Project Manager and maintained the following responsibilities:

- Researched, reviewed, and scored Community Development Block Grant (CDBG) applications
 - Interpreted CDBG regulations for awardees and subrecipients
 - Monitored CDBG awardees to ensure financial compliance with federal, local, and department regulations
 - Supported and monitored CDBG awardees throughout grant process (pre- and post- award)
 - Met regularly with consultants and government officials to minimize potential for fraud, waste, and abuse
- Maintained database of federal, state, and local records pertaining to CDBG applications and awards

Jefferson Parish Emergency Rental Assistance Program

Responsibilities: Julius served as a Case Manager and maintained the following responsibilities:

- Managed applications for emergency rental assistance from Jefferson Parish
- Reviewed applicants for suitability based on program criteria (i.e., income, location, employment status)
- Maintained database of applications and tenant information
- Developed and maintained ongoing relationship with applicants and their landlords
- Obtained, reviewed, and tracked rental contracts between tenants and landlords

Nate Buckley, MSCRP, AICP

Senior Planner



Nate is a Senior Planner, qualified by the American Institute of Certified Planners, experienced in housing and community development programs. He has a thorough knowledge of HUD programs and has provided training and technical assistance to grantees. He is an experienced grant administrator and project manager. Nate has conducted housing affordability research and applies this knowledge to the housing and community development programs that he leads.



RELEVANT PROJECT EXPERIENCE

North Carolina CDBG-DR Staff Augmentation

Client: North Carolina Office of Resiliency and Recovery
Description: Civix provided administrative support and subject matter expertise on over \$940 million of HUD CDBG-DR and CDBG-MIT funds. Civix's role included assisting in the development of multiple Action Plans; creation of policy and standard operating procedures (SOPs); troubleshooting the single family housing recovery program and infrastructure recovery program; and continuing a statewide buyout and acquisition program through a data-driven analysis of vulnerable properties.

Project Role: Nate served as Senior Planner and support all aspects of the project, including planning, policy writing, GIS mapping, and data analysis.

Wayne County CDBG-DR Action Plan

Client: Wayne County, Michigan

Description: Civix serves as a subcontractor to TDA Consulting to develop a Community Development Block Grant Disaster Recovery (CDBG-DR) Action Plan for Wayne County, Michigan. The scope of work includes full support for development of the CDBG-DR action plan, from guidance on HUD's Universal Notice, conducting an unmet needs and mitigation needs assessment, program design, community and stakeholder engagement, and development of an Action Plan that meets all HUD requirements.

Project Role: Nate serves as the lead for conducting the unmet needs and mitigation needs assessment, develops all required GIS mapping, and supports with the development of the action plan document.

California Strategic Growth Council Grant Management Support

Client: California Governor's Office of Planning and Research, Strategic Growth Council

Description: Civix provides comprehensive grant management support to the State of California's Strategic Growth Council (SGC) across several key programs, including Affordable Housing and Sustainable Community, Transformative Climate Communities, the Community Resilience Center, and various energy programs such as the Solar Virtual Power Plant and Solar for All. Their services include developing policies and procedures, grant administrative manuals, data management, and stakeholder engagement. Civix also offers technical assistance to program applicants and provides overall project management to support both program staff and leadership. Civix supports SGC's human resources by assisting with staff transitions to state civil service.

Project Role: Nate serves as Senior Planner and support all aspects of the project, including program design and funding opportunities analysis.

QUALIFICATIONS

- American Institute of Certified Planners
- Provided training and technical assistance to grantees
- Detailed knowledge of HUD programs
- Experienced grant and project manager
- Community Planning
- Policy

EDUCATION & TRAINING

- Master of Science, Community and Regional Planning, 2016, University of Texas at Austin
- B.A., 2010, Sarah Lawrence College, Bronxville, NY 2010

REGISTRATIONS/ CERTIFICATIONS

- American Institute of Certified Planners #32402

RELEVANT PRIOR EXPERIENCE

Texas Department of Housing and Community Affairs, Austin, TX

Responsibilities: Nate served as a Compliance Monitor. Nate maintained the following responsibilities:

- Monitored and evaluated a range of HUD-funded housing and homeless services grant programs including HOME, ESG, CDBG, CSBG, and others to ensure implementation of national policies, standards, and guidelines
- Reviewed grant projects onsite and remotely to ensure compliance with program policies, regulations, timetables, statutory requirements, and performance indicators and to ensure maximum utilization of funds
- Conducted targeted compliance reviews, including risk assessments, physical inspections, and reviews of financial, management, operational, and procurement practices
- Provided technical assistance, training, and support regarding program requirements for grantees statewide
- Reviewed subrecipient agreements and contracts, assessed grantee performance, identified variances and opportunities for improvement, diagnosed and analyzed problems, and wrote monitoring reports addressing areas of non-compliance
- Developed and initiated corrective action plans, evaluated responses, and worked with agencies under review to address deficiencies
- Independently analyzed regulations in order to make compliance rulings, prepared reports and recommendations on legal, technical, and policy issues
- Interpreted, applied, and trained others in the use of Uniform Administrative Requirements, Cost Principles, Audit Requirements, 2 CFR 200, 24 CFR, OMB Circular A-133, OMB Circular A-87, UGMS, and state regulations
- Directly responsible for oversight of approximately \$17.1 million in state and federal grant programs

GrantWorks, Inc., Austin, TX

Responsibilities: Nate served as a Project Manager. Nate maintained the following responsibilities:

- Coordinated development, implementation, and compliance for state- and federally funded programs under the CDBG, CDBG-DR, and TxDOT TIF grants
- Implemented state and national objectives, policies, standards, and guidelines and ensured projects conformed with program regulations and statutory requirements
- Supervised procurement of materials and contractors, prepared invitations for bids and requests for proposals, led pre-bid and pre- award meetings, evaluated bids and proposals, negotiated contracts and change orders, and approved invoices and draws
- Reviewed and approved subrecipient agreements, contracts, proposals, and site plans, evaluated project eligibility and priority
- Served as liaison to and between state and local governments, initiated partnerships and encouraged inter-organizational teamwork to reach shared objectives, responded to inquiries for information, and prepared project reports and closeout documentation
- Oversaw project implementation, coordinated with contractors, engineers, architects to ensure projects were completed to specifications, adhered to deadlines and timetables, and remained within funding limits
- Trained and managed personnel, including training in the application of federal regulations, procurement practices, and grant-specific requirements
- Conducted onsite inspections, ensured environmental and labor standards compliance
- Led group discussions with clients, external partners, stakeholders, and the public, prepared presentations and briefings for elected officials, conducted training workshops on operating procedures, compliance, and best practices
- Collected data and prepared presentations as part of the grant application team
- Directly responsible for oversight of approximately \$49.7 million in public infrastructure improvements
- Provided internal technical support including GIS mapping projects and the creation of application-specific excel tools

Maggie Calmes

Senior Planner

Maggie Calmes is a professional community engagement and communications strategist, urban planner, and project manager focused on housing preservation and development, climate-ready design and policy, and equity-based planning. Maggie's 15 years of multi-disciplinary practice includes experience in disaster recovery program design and management, emergency response planning, community-centered policy design, organizational change management, research, and journalism. Prior to joining Civix, Maggie served as a national director of federally funded COVID response and recovery programs for an international non-profit, Resilience Project Implementation Manager at the Louisiana Office of Community Development-Disaster Recovery Unit, and Special Projects Manager at Ascendant Neighborhood Development Corporation. At Civix, Maggie serves as a Senior Planner, and supports program design, stand up, implementation, and compliance efforts across multiple projects.

RELEVANT PROJECT EXPERIENCE

Lee County CDBG-DR Grant Management Services

Client: Lee County, Florida

Description: Civix is providing Grant Compliance and Monitoring support to perform quality assurance, monitoring and reporting duties and provide technical assistance for grant compliance to the County staff and subrecipients. Civix is providing subject matter expertise in developing best practices for conducting risk assessments for all subrecipients, developing monitoring plans. Civix will also provide support in conducting monitoring of contractor implementation to ensure compliance with federal regulations and County policies and procedures, developing monitoring checklists and integrated the process into the County's system of record for tracking and follow up needs. Civix is also providing support the County for fiscal related processes to maintain and manage the County's DRGR system in accordance with the County's Action Plan.

Project Role: Maggie serves as a Senior Planner for this project.

City of Mobile – CDBG-DR Consulting Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. In addition to the development of the CDBG-DR Local Recovery Plan, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Maggie serves as a Senior Planner for this project.

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission



QUALIFICATIONS

- 15 years of professional experience
- Experienced in housing preservation and development, resilience planning, community engagement, and communications
- Experienced project and team manager

EDUCATION & TRAINING

- Master of Arts, Urban Planning, 2018, Hunter College – City University of New York
- B.A., Communications and English Writing, 2008, Loyola University New Orleans
- Equitable Development Research Fellowship, 2017, CUNY Institute for State & Local Governance
- Peter J. Rappa Sustainable Coastal Development Fellowship, 2016-2017, University of Hawaii
- Morgan Stanley Community Development Fellowship, 2016 - 2017, Association for Neighborhood Housing and Development

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP. Civix has also provided technical assistance to the County on grant administration, cross-cutting requirements and compliance, and program engagement and design for the proposed LRP programs.

Project Role: Maggie serves as Senior Planner for this project.

City of Greensboro Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Housing Plan Update, and Standard Operating Procedures

Client: City of Greensboro, North Carolina

Description: Civix is currently leading the effort to develop updated housing plans and analysis for the City of Greensboro, building on previous work with the City. Civix is leveraging extensive experience with HUD-required plans to guide the City through stakeholder consultation, data analysis, program and policy review, and recommendation development for the City's Analysis of Impediments to Fair Housing Choice (AI) and Consolidated Plan. Additionally, the Civix team is managing the update of the City's housing market study and strategy HousingGSO. As part of these processes, Civix will be working with City staff to formalize new internal Standard Operating Procedures (SOPs) for grant management and housing program delivery.

Project Role: Maggie serves as Senior Planner for this project.

State of California CDBR-DR Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

Description: The State of California Department of Housing and Community Development received approximately \$2 billion in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017, 2018, 2020, 2021, 2023, and 2024. Civix, along with a team of subcontractors, provide grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include stand up and implementation of HCD's single family housing, multi-family housing, workforce development, and infrastructure recovery programs, developing the launch and supporting the implementation of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish and implement administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Maggie serves as Senior Planner and provides support for HCD's 2017 and 2018 disaster programs. Her role includes project management and coordination, capacity building and training for program staff, program design, and grant administration support.

Michele Plaugic, AICP

Senior Planner

Michele Plaugic is an AICP professional with 8 years of experience. She has worked in planning for both the public and private sectors, with experience in the areas of catastrophe analytics, economic impact, transportation, public health, and environmental planning. Her technical proficiency includes natural hazards risk analysis, land use analysis, program evaluation, community engagement, and qualitative methods.

RELEVANT PROJECT EXPERIENCE

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP. Civix has also provided technical assistance to the County on grant administration, cross-cutting requirements and compliance, and program engagement and design for the proposed LRP programs.

Project Role: Michele serves as Planner for this project.

City of Mobile - CDBG-DR Consulting Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. In addition to the development of the CDBG-DR Local Recovery Plan, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Michele serves as Planner for this project.

Wayne County CDBG-DR Action Plan

Client: Wayne County, Michigan

Description: Civix serves as a subcontractor to TDA Consulting to develop a Community Development Block Grant Disaster Recovery (CDBG-DR) Action Plan for Wayne County, Michigan. The scope of work includes full support for development of the CDBG-DR action plan, from guidance on HUD's Universal Notice, conducting an unmet needs and mitigation needs assessment, program design, community and stakeholder engagement, and development of an Action Plan that meets all HUD requirements.

Project Role: Michele serves as a Planner for this assignment.



QUALIFICATIONS

- 8 years of experience
- AICP Certified
- Skilled in quantitative, qualitative, and spatial analysis

EDUCATION & TRAINING

- Master of City and Regional Planning, University of North Carolina at Chapel Hill
- Master of Public Health, University of North Carolina at Chapel Hill
- B.S., Environmental Planning and Design, Rutgers University

REGISTRATIONS/ CERTIFICATIONS

- American Institute of Certified Planners (AICP)
- Member, American Planning Association

City of Philadelphia CDBG-DR**Client:** U.S. Department of Housing and Urban Development**Description:** Civix is providing technical assistance and subject matter expertise to the City of Philadelphia, PA as a first-time recipient of CDBG-DR funds. Impacted by severe riverine flooding due to Hurricane Ida in 2021, Civix has supported the well-established Housing and Community Development department navigate the difference between entitlement CDBG and the added requirements and flexibilities of its \$163M disaster recovery funds. The team initially provided guidance on the overall processes and timeline to secure HUD approval, sharing best practices and lessons learned from other grantees. In response to the City's prioritization of community outreach, Civix shared an outreach toolkit to help navigate the requirements of the 2020 Consolidated Notice, as well as provided recommendations on updates to the City's Language Access and Citizen Participation Plans.

Civix has provided staff guidance and feedback on policies for the grant management and financial certifications. The team also provided key resources on unmet needs assessment and program details needed for HUD's Public Action Plan as well as two rounds of review. Civix will provide technical assistance through the publication of the CDBG-DR Action Plan.

Project Role: Michele serves as a Planner for this assignment. Her role includes technical assistance guidance and documentation and administration.**City of Kenner Technical Assistance****Client:** City of Kenner**Description:** The City of Kenner selected Civix to provide technical assistance and program management support to the City of Kenner's Department of Community Development. Civix supports the department with the City's Community Development Block Grant (CDBG) program, including its Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES Act) funding allocations, the HOME Investment Partnership (HOME) Program, and the Emergency Solutions Grant (ESG) Program. Civix's scope of work for the department includes development of administrative policies and procedures, technical assistance supporting rapid launch of new HUD-funded programming to respond to immediate community needs related to the COVID-19 pandemic and Hurricane Ida, development of CDBG and HOME program policies and procedures, and provision of ongoing technical assistance and staff training on best practices and regulatory requirements.**Project Role:** Michele serves as a Planner for this assignment. She assists with research, technical writing, and the development of guidance documents and other technical assistance content.**CDBG-DR Program Oversight and Monitoring****Client:** State of Florida Department of Economic Opportunity**Description:** Civix provided quality assurance/quality control and programmatic and fiscal monitoring services to the State of Florida on the implementation of its Hurricane Irma and Hermine/Matthew CDBG-DR recovery programs, a combined funding total of \$929 million. Additionally, Civix was tasked with delivering pre-monitoring technical assistance on a number of DEO's Irma and Hermine/Matthew programs, which primarily consist of its Housing Repair and Replacement Program, Infrastructure Repair Program, Voluntary Home Buyout Program, and Workforce Recovery Training Program.**Project Role:** Michele served as a Project Associate for this assignment.

Kayla Lumpkin

Planner

Kayla Lumpkin honed her Planning and Program Analyst skills working with the U.S. Department of Housing and Urban Development (HUD) in New York and Washington, D.C. There she became fully immersed in federal legislation and regulatory changes affecting fair housing. Kayla has deep experience with community stakeholder engagement, data analysis and visualization, and translating analysis into effective policy recommendations.

RELEVANT PROJECT EXPERIENCE

California Strategic Growth Council Grant Management

Client: California Strategic Growth Council (SGC)

Description: Civix provides comprehensive grant management support to SGC across several key programs, including Affordable Housing and Sustainable Community, Transformative Climate Communities, the Community Resilience Center, and various energy programs such as the Factory-Built Housing Pre-Development Pilot Program. Civix's scope of services includes developing policies and procedures, grant administrative manuals, data management, and stakeholder engagement. Civix also offers technical assistance to program applicants and provides overall project management to support both program staff and leadership.

Project Role: Kayla serves as a Planner on this project.

City of Kenner On-Call Technical Assistance

Client: City of Kenner Office of Federal Program Compliance

Description: Civix provides technical assistance to the City Community Development Block Grant (CDBG) program, including its Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES Act) funding allocations, the State of Louisiana CDBG-Disaster Recovery (CDBG-DR) program, the HOME Investment Partnership (HOME) and HOME-American Rescue Plan (HOME-ARP) Programs. Civix's scope of work for the department includes development of administrative policies and procedures, technical assistance for ongoing and new HUD-funded programming, development of CDBG and HOME program policies and procedures, project support for multi-family affordable housing development, and staff training on best practices and regulatory requirements.

Project Role: Kayla serves as a Planner on this project.

City of Birmingham Consolidated Plan, Analysis of Impediments to Fair Housing, and Housing Plan

Client: City of Birmingham Department of Community Development

Description: Civix is currently leading development of the City's 2025 Consolidated Plan, Analysis of Impediments (AI) to Fair Housing, and developing an update to the City's housing plan. Civix was previously hired to conduct the City's first ever housing plan to direct federal housing investment, leverage public-private resources and create a data portal tool to track housing investments. In 2019, the City of Birmingham reengaged Civix to develop its five-year Analysis of Impediments to Fair Housing, Consolidated Plan, and update its 2014 housing plan to assess Department of Community Development programs and staff capacity.

Project Role: Kayla serves as a Planner on this project.

RELEVANT PRIOR EXPERIENCE

U.S. Department of Housing and Urban Development

Responsibilities: Kayla served as a Program Analyst and maintained the following responsibilities:



QUALIFICATIONS

- Project Management
- Research & Analysis
- Regulatory Compliance
- Data Analysis & Visualization

EDUCATION & TRAINING

- Master of City Planning, 2022, University of Pennsylvania
- B.A., International Affairs, 2019, George Washington University

- Co-developed data dashboards using R that integrate Census Bureau, Department of Transportation, Environmental Protection Agency, and HUD administrative data into user-friendly visualizations that summarize housing, demographic, and economic conditions for Fiscal Year 2023 HUD funding recipients to streamline preparation and evaluation of mandated reports like Consolidated Plans, or fair housing plans.
- Analyzed 40+ federal legislative proposals and regulatory changes affecting fair housing and civil rights enforcement, delivering strategic recommendations on emerging issues facing disaster recovery, community development, artificial intelligence, and other topics.
- Evaluated grant applications for the \$85M Pathways to Removing Obstacles to Housing (PRO Housing) grant program and assessed applicants' proposals to conduct zoning reform, permit streamlining, and other affordable housing expansion strategies.

U.S. Department of Housing and Urban Development

Responsibilities: Kayla served as Pathways Graduate Intern in the Office of Fair Housing and Equal Opportunity and maintained the following responsibilities:

- Analyzed data from the U.S. Census Bureau and HUD to create data dashboards with Power BI and maps with ArcGIS to inform evaluations of grantees' voluntary fair housing plan submissions.
- Co-authored a series of white papers detailing opportunities to further integrate the assessment of environmental hazards, climate change impacts, land use and zoning codes, as well as food access in the evaluation of HUD grantees' fair housing plans.
- Assisted with developing presentation materials, identifying potential speakers, and other event planning actions for a webinar series regarding housing accessibility for persons with disabilities in partnership with the Administration for Community Living.

New York City Mayor's Office of Management and Budget, CDBG-DR Task Force

Responsibilities: Kayla served as a Program and Policy Intern and maintained the following responsibilities:

- Presented to internal staff on amendments needed for Section 3 outreach and reporting materials in order to ensure compliance with 85 FR 61524. Additionally, I trained the incoming Analyst on procedures for enforcing Section 3 compliance.
- Prepared maps with QGIS to accompany low- and moderate-income analyses for the City's Build-it-Back housing recovery program.

Annie Stocklin

Planner

Annie is an urban planner with municipal, non-profit, and private sector experience. Her technical proficiency includes mapping, designing data for public communication, and combining qualitative and quantitative insights for policy analysis. Annie brings a knowledge of various coding languages, as well as design and analytics software.

RELEVANT PROJECT EXPERIENCE

City of Mobile CDBG-DR Planning Services

Client: City of Mobile, Alabama

Description: Civix is engaged with the City of Mobile Neighborhood Development Department to provide Community Development Block Grant Disaster Recovery (CDBG-DR) Planning Services in response to Hurricanes Sally and Zeta. The scope of work includes the development of a Local Recovery Plan that will identify the City's unmet recovery needs and proposed CDBG-DR programs to address unmet housing, economic development, infrastructure and mitigation needs. In addition to the development of the CDBG-DR Local Recovery Plan, Civix provides planning services including the update of the City's Housing Plan, and the development of a real estate developer booklet and an assessment of architectural services to aid in the City's recovery.

Project Role: Annie serves as Planner for this assignment.

Baldwin County CDBG-DR Recovery Plan

Client: Baldwin County Commission

Description: Civix engaged with the Baldwin County Commission to provide Community Development Block Grant Disaster Recovery (CDBG-DR) subject matter expertise, and policy advisory services to assist with program decisions and development of a Local Recovery Plan (LRP) to address recovery needs from Hurricanes Sally and Zeta that impacted the area in 2020. The scope of work includes the development of a Local Recovery Plan, detailing the County's unmet recovery needs and proposed CDBG-DR programs to address housing, economic development, infrastructure and mitigation activities. Civix led the planning efforts for the County which included data collection and analysis, stakeholder engagement, planning and coordination of public meetings and communications, and delivery of the LRP. Civix has also provided technical assistance to the County on grant administration, cross-cutting requirements and compliance, and program engagement and design for the proposed LRP programs.

Project Role: Annie serves as Planner for this assignment.

Wayne County CDBG-DR Action Plan

Client: Wayne County, Michigan

Description: Civix serves as a subcontractor to TDA Consulting to develop a Community Development Block Grant Disaster Recovery (CDBG-DR) Action Plan for Wayne County, Michigan. The scope of work includes full support for development of the CDBG-DR action plan, from guidance on HUD's Universal



QUALIFICATIONS

- Five years of planning experience
- Grant Management
- Technical Writing
- Policy Drafting
- Data Collection & Analysis
- Skilled in InDesign, Illustrator, Photoshop, Excel, ArcGIS, Google Analytics, HTML/CSS, and WordPress

EDUCATION & TRAINING

- Masters in Community & Regional Planning, 2017, UT Austin
- B.A., Anthropology & B.B.A., Economics, 2014, University of Georgia

REGISTRATIONS/ CERTIFICATIONS

- UT Graduate Student Fellowship - Full Tuition Waiver
- UGA Terry Excellence Award for Outstanding Achievement in Economics
- UGA Economics Senior Thesis Award Nomination
- UGA Charter Scholarship
- Zell Miller Scholarship Recipient
- UGA Honors Program

Notice, conducting an unmet needs and mitigation needs assessment, program design, community and stakeholder engagement, and development of an Action Plan that meets all HUD requirements.

Project Role: Annie supports the development of the CDBG-DR unmet needs assessment and assists with stakeholder outreach and engagement.

St. Louis County CDBG-DR

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

Description: Civix is providing technical assistance and subject matter expertise to the County of St. Louis, MO as a first-time recipient of CDBG-DR funds. Impacted by a severe storm and flooding event in 2022, Civix has supported the County of St. Louis' Department of Human Services navigate the difference between entitlement CDBG and the added requirements and flexibilities of its \$56.4M disaster recovery funds. The team initially provided guidance on the overall processes and timeline to secure HUD approval, sharing best practices and lessons learned from other grantees. The team provided onsite training to grantee staff covering topics from grant basics to specific content requests. The team supported the grantee through completion of a grant overview tool to complete a capacity assessment for submission in the grantee's implementation plan to HUD. The team also conducted a financial self-assessment with the grantee to determine capacity and needs to be compliant with federal financial regulations. Civix shared resources and toolkits to help navigate the outreach requirements of the 2020 Consolidated Notice. Civix has provided staff guidance and feedback on policies for the grant management and financial certifications. The team provided key resources on unmet needs assessment and program details needed for HUD's Public Action Plan. Civix will provide technical assistance through the publication of the CDBG-DR Action Plan.

Project Role: Annie serves as Planner for this assignment.

Michigan CDBG-DR Action Plan

Client: Michigan Economic Development Corporation

Description: The Michigan Economic Development Corporation (MEDC) sought support for the development of a CDBG-DR Action Plan in response to the state's 2020 and 2021 disasters. MEDC received over \$71 million in CDBG-DR funding to address unmet recovery needs for the 2020 disaster and \$12 million to address the state's 2021 disaster. Civix serves as a subcontractor to ICF for this engagement and worked with MEDC and federal partners to set up data sharing agreements, collect data required to understand the damage and unmet recovery needs, and conduct data analysis and Geographic Information Systems (GIS) mapping to complete the unmet needs section of the Action Plan.

Project Role: Annie serves as a Planner for this engagement. She assists with data collection and analysis.

City of Greensboro Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Housing Plan Update, and Standard Operating Procedures

Client: City of Greensboro, North Carolina

Description: Civix is currently leading the effort to develop updated housing plans and analysis for the City of Greensboro, building on previous work with the City. Civix is leveraging extensive experience with HUD-required plans to guide the City through stakeholder consultation, data analysis, program and policy review, and recommendation development for the City's Analysis of Impediments to Fair Housing Choice (AI) and Consolidated Plan. Additionally, the Civix team is managing the update of the City's housing market study and strategy HousingGSO. As part of these processes, Civix will be working with City staff to formalize new internal Standard Operating Procedures (SOPs) for grant management and housing program delivery.

Project Role: Annie serves as Planner for this assignment.

St. Tammany Parish CDBG-DR Project Management

Client: St. Tammany Parish Government

Description: Civix is providing overall project management support and specific CDBG-DR technical assistance services to St. Tammany Parish Government to support the Parish's successful recovery from Hurricane Isaac. Civix is leading the development of a National Objectives Compliance Plan, HUD regulations compliance, disaster recovery processes, and reporting needs.

Project Role: Annie served as a Planner for this assignment.

Scott Dillon – Project Director

PROFESSIONAL SUMMARY

Experienced Product Manager and Software Development Leader with over a decade of success guiding full lifecycle software development, product strategy, and cross-functional teams. Proven ability to lead enterprise-grade projects, implement process improvements across the SDLC, and launch scalable software solutions—such as the EverCert platform, now adopted by 10+ U.S. state governments. Strong background in UI/UX design, agile project management, software quality assurance, and client-focused product development.

RELEVANT PROJECTS

EverCert Licensing/Certification Platform (2022-Present)

- Spearheaded product strategy and implementation of EverCert, now adopted by more than 10 state governments for credential management.

SDLC Process Improvements for Advance Software Products Group (2017-2022)

- Implemented scalable process improvements, coordinated software releases, and delivered enterprise-grade products for large organizations.

UI/UX Design for Multiple Product Launches

- Led the design and rollout of new front-end features, interfaces, and integrations across distributed applications—improving adoption for diverse clients.

EXPERIENCE

2022-Present Everblue Product Manager, Davidson, NC

- Provides leadership and strategic direction to members of both the software development and technical support teams, ensuring cross-functional collaboration, high performance, and alignment with organizational goals and customer needs.
- Plans, conducts, and coordinates comprehensive software development initiatives, including requirements gathering, design, implementation, testing, deployment, and ongoing support, while ensuring adherence to industry best practices and project timelines.
- Drives the development, definition, and implementation of scalable and sustainable process improvements across the entire Software Development Life Cycle (SDLC), with a focus on increasing efficiency, enhancing product quality, and enabling repeatable success across projects.
- Spearheaded the successful implementation of *EverCert*, a proprietary licensing and certification management platform, now used by more than 10 U.S. state governments to streamline regulatory compliance and automate credentialing workflows.

2017-2022 Advance Software Products Group IT Program & Software Quality Manager

- Manage members of the software development and support teams.
- Manage schedules for new features and releases.
- Develop, define and deploy long-term and repeatable process improvements throughout the SDLC.
- Plan, conduct, and coordinate software development activities of new applications or maintenance of existing applications.
- Participate in application documentation, and training; tool selection, technology platforms & software evaluation.

- Contribute and conduct proof of concepts for evaluating technical feasibility of new applications or application capabilities.
- Perform code reviews to identify defects (functional, performance, security, anomalies, etc.) and suggest solutions and improvements.
- Perform and assist with all levels of testing (unit, integration, system, and acceptance) activities as needed.
- Periodically diagnose and resolve application issues reported from production.
- Ensures applications or maintenance released to production are stable by reviewing design documents, test plans and bug reports to verify that all deliverables are being addressed, and issues are resolved.
- Identifies, resolves, and recommends solutions to challenges and issues faced by the team.

EDUCATION

2010 **Florida Gulf Coast University** Bachelor of Science, *Computer Information Systems*

Margaret Robinson – Senior Grant Manager

PROFESSIONAL SUMMARY

Experienced Training Coordinator skilled in planning, resource allocation, and resolving operational challenges. Strong background in designing interdisciplinary units, fostering cross-functional collaboration, and implementing data-driven strategies to enhance student performance while teaching in Charlotte, NC. Adept at differentiated instruction, project-based learning, and maintaining transparent communication with stakeholders. Proven ability to manage deadlines, provide constructive feedback, and contribute to school-wide initiatives and strategic planning.

RELEVANT PROJECTS

Everblue Training Operations Enhancement (2024-Present)

- Designs and manages digital tracking (via AirTable) and operational meetings for instructor certifications, equipment, and live webinars, optimizing training delivery.

Charlotte Mecklenburg Interdisciplinary Units (2018-2024)

- Developed and implemented cross-functional curriculum initiatives, driving improvements in student performance and collaboration among faculty teams.

School-wide Strategic Planning & Assessment Committees

- Served on school-wide planning teams, coordinating data-driven instructional strategies and assessment improvements across grade levels.

EXPERIENCE

2024-Present **Everblue Training Coordinator**, Davidson, NC

- Utilizes the long- and short-range calendar to update systems of record and Instructors
- Maintains Air Table daily
- Manage and run training operations meetings
- Order exams for BPI as required
- Track and manage instructor certifications and equipment
- Schedule classrooms, venues, and training houses; execute all live starts/study halls
- Resource, schedule, coordinate, and ensure execution of all live webinars
- Conduct rehearsals and conditions checks with instructors to ensure they have required information for training

2018-2024 **Charlotte Mecklenburg Schools Teacher**, Charlotte, NC

- Designed and implemented interdisciplinary units that required strategic planning and resource allocation, enhancing cross-functional teamwork among faculty.
- Facilitated regular communication with parents, administration, and colleagues to provide updates on student progress and project developments, fostering a transparent and collaborative environment.
- Designed and implemented differentiated instruction to meet the diverse needs of over 500 students, including those with varying learning styles and abilities.
- Incorporated project-based learning and real-world applications into the curriculum to promote critical thinking, problem-solving, and collaboration skills.
- Served on various committees and task forces to contribute to school-wide initiatives, such as curriculum development, assessment, and strategic planning.
- Improved student performance by providing constructive feedback on assignments and tests.

SKILLS

- Microsoft Suite
- Google Workspace
- Learning Management Systems
- Curriculum Development
- Project Management
- Technology Integration
- Data Entry & Management

EDUCATION

2018 **Appalachian State University** *Bachelor of Science, Major in Education*

Luke Gebherd – Senior Grant Manager

PROFESSIONAL SUMMARY

Experienced leader in energy strategy, stakeholder engagement, and program management with 15+ years spanning government, nonprofit, and private sectors. Skilled in leading large-scale energy efficiency and sustainability initiatives, managing high-value utility accounts, and facilitating community-driven program design. Proven ability to drive stakeholder alignment, deliver measurable outcomes, and support climate and clean energy goals through strategic communications, facilitation, and engagement planning.

RELEVANT PROJECTS

SC Solar for All (SCSFA) Stakeholder Engagement (2024-Present)

- Facilitates stakeholder workshops and engagement strategies to design and implement South Carolina's Solar for All program, including advisory committee and reporting frameworks.

TVA Smart Communities Initiative (2015-2022)

- Provided strategic project management and led community meetings for TVA's multi-year grid modernization and energy efficiency programs.

TN Department of Environment & Conservation State Energy Grants (2013-2015)

- Managed federal and state energy grant projects, securing over \$1M in funding and orchestrating energy education events for thousands of participants.

EXPERIENCE

2024-Present **Everblue** Engagement Facilitator, Davidson, NC

- Lead planning and facilitation of stakeholder engagement activities supporting SC's Solar for All (SCSFA) program design and implementation
- Develop and execute community engagement strategies including meetings, workshops, and surveys
- Establish and support Advisory Committee, Community Leaders Action Team, and Stakeholder Roundtable
- Support creation of the SCSFA Implementation Workplan, Meaningful Benefits Plan, and Financial Assistance Strategy
- Collect and synthesize stakeholder input to inform program refinements and EPA-required reporting
- Contribute to development of SCSFA communications and outreach plan for multi-year implementation phase
- Document stakeholder feedback to support continuous improvement of engagement processes

2023-2024 **Milepost** Senior Account Manager, USA

- Led a team of Utility Account Managers and Consultants.
- Drove growth and revenue on key accounts by 10% year over year.
- Provided account strategy and consulting support on key Tennessee Valley Authority (TVA) initiatives, including grid modernization, electric vehicle communications, customer education and outreach, and energy efficiency program strategy for residential, commercial, and industrial sectors.

2022-2023 **Uplight** Senior Account Manager, USA

- Lead overall account management planning activities and owned client relationship for all live solutions, including planning and execution of onsite QBRs and strategy workshops, product management, technical support, and reporting and invoicing.
- Delivered on client retention and account growth opportunities totaling approximately \$3M in annual recurring revenue.
- Collaborated with internal team members to deliver on client requests and to develop strategies that optimize digital customer engagement.

2015-2022 **Milepost, USA**

2019-2022, *Senior Project Manager, USA*

2015-2019, *Project Manager, USA*

- Provided strategic project management support for TVA's \$50M Smart Communities initiative.
- Led facilitation of TVA's Energy Efficiency Information Exchange and City of Knoxville's Mayor's Climate Council meetings.
- Managed development of strategic communications assets, including exhibits and digital marketing materials, press releases, and talking points for TVA's Home Uplift and Residential Services programs.
- Conducted focus group facilitation and research for utility, energy services, government, and nonprofit clients.

2018 **Lirio** *Director of Customer Success & Delivery, USA*

- Managed team of two full-time Customer Success Managers supporting two utility clients.
- Supported content development and delivery of emails to more than 200,000 customer accounts.

2013-2015 **Tennessee Department of Environment & Conservation/Office of Energy Programs**

2014-2015, *Senior Program Manager, Nashville, TN*

2013-2014, *Program Manager, Nashville, TN*

2010-2013 **Metropolitan Nashville & Davidson County/Mayor's Office of Environment & Sustainability**
Energy Efficiency Program Director, Nashville, TN

2001-2008 **City of New York/Department of Parks & Recreation, New York City, NY**

2004-2008, *Assistant Director of Operations & Management Planning*

2002-2004, *Chief of Staff, Urban Park Rangers*

2001-2002, *Advisor to Deputy Commissioner for Management & Budget*

SKILLS

- | | |
|------------------------------------|---|
| • Strategic Project Management | • Key Account Growth & Retention |
| • Budget & Grant Management | • Proposal Writing & Contract Negotiation |
| • Energy Efficiency Program Design | • Performance Metrics |
| • Customer Strategy | • Project Management Software |

EDUCATION

Vanderbilt University, Master of Arts, *Nashville, TN*

University of the South, Bachelor of Arts, *Sewanee, TN*

Lucas Yanetsko – Technical Manager

PROFESSIONAL SUMMARY

Results-driven Senior Developer specializing in Agile development, with hands-on experience in AWS infrastructure. Proficient in Jira for task management and Confluence for seamless project documentation, ensuring efficient project execution. Skilled in leading cross-functional teams through complex projects, leveraging AWS to deliver scalable and reliable solutions. Adept at fostering collaboration and transparency within Agile frameworks to achieve project goals.

RELEVANT PROJECTS

Everblue Agile Digital Transformation Projects (2020-Present)

- Led teams in the rollout of new software platforms, including the US DOE Home Energy Rebate Program software platforms for MN, NC, and NV, as well as case management software for NC's WAP Program - programs collectively valued at nearly \$500M.

EXPERIENCE

2020-Present **Everblue** *Technical Project Manager*, Davidson, NC

- Lead agile teams to deliver high-quality software solutions, consistently exceeding client expectations.
- Over three years of IT experience, progressing from IT support associate to technical project manager.
- Successfully managed multiple projects in digital transformation, web development, and platform implementation using Jira, Confluence, AWS, and Microsoft Office suite.

2019-2020 **PowerHome Solar** *Field Energy Consultant*, Mooresville, NC

- Exceeded sales targets by successfully selling over 30 individual solar energy systems to retail and residential customers, generating a total revenue of over \$700,000.
- Cultivated strong client relationships by providing personalized consultations and tailored solar solutions, resulting in high customer satisfaction and repeat business opportunities.
- Implemented effective sales strategies, including conducting site assessments, preparing customized proposals, and negotiating contracts to drive sales growth and meet revenue goals in the competitive solar energy market.

2016-2018 **Kindred Restaurant Group** *Beverage Director*, Davidson NC

- Designed and implemented an innovative cocktail menu, incorporating seasonal ingredients and unique flavor profiles, resulting in a 20% increase in beverage sales and enhanced customer satisfaction.
- Efficiently managed all beverage inventory, ensuring optimal stock levels and minimal waste, while coordinating with multiple beverage vendors and wine suppliers to secure premium products at competitive prices.
- Supervised and trained a team of front of house staff, fostering a collaborative and high-performing work environment; achieved a 15% reduction in overhead through strategic purchasing and cost control measures of wine and liquor.

SKILLS

- HTML
- CSS
- JavaScript
- Jira
- Confluence
- PHP
- AWS
- SQL
- MySQL
- Microsoft Office

EDUCATION

2024 **University of Virginia** *Bachelor of Interdisciplinary Studies (Information Technology Concentration)*

2021 **Mitchell Community College** *Associate of Arts*

CERTIFICATIONS

- Fundamentals of Project Management (PMI)
- Certified SAFe 5 Agilist (Scaled Agile)


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)

The Civix team provides the following project examples that are similar in type and size or larger than the scope of services presented in the RFP.


ATTACHMENT H: EXPERIENCE - CIVIX

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

Example 1- Civix							
Client Name:	California Department of Housing and Community Development 						
Program:	CDBG-DR Grant Management						
Brief Description of Services Rendered:	<p>The State of California Department of Housing and Community Development (HCD) engaged Civix to provide full grant management services for its 2017 (\$250 million), 2018 (Over \$1 billion), 2020 (\$231 million), 2021 (\$24 million), 2023 (\$115 million), and 2023-2024 (\$416 million) CDBG-DR and CDBG Mitigation (CDBG-MIT) allocations. Building on years of work with HCD on its federal recovery and resilience funding, Civix scaled up its services to include a multi-disciplinary team of professional grant managers and experts in the areas of fiscal compliance experts, cross-cutting federal regulations, subrecipient monitoring and oversight, housing and infrastructure programs, data management and reporting, among others.</p> <table border="1" data-bbox="906 1024 1360 1123"> <tbody> <tr> <td>2017 \$250 MILLION</td> <td>2018 \$1 BILLION +</td> <td>2020 \$231 MILLION</td> </tr> <tr> <td>2021 \$24 MILLION</td> <td>2023 \$115 MILLION</td> <td>2023-2024 \$416 MILLION</td> </tr> </tbody> </table> <p style="text-align: center;">GRANT MANAGEMENT SERVICES FOR CDBG-DR AND CDBG MITIGATION</p> <p>Civix's scope of services includes the following:</p> <ul style="list-style-type: none"> • Grant Set Up and Program Design – DRGR set up, design of the multi-family and single family recovery programs, design of the infrastructure recovery program, workforce development, and Mitigation programs, and development of program manuals, protocols, applications, forms, and checklists. • Program Launch – Support to HCD and its subrecipients across all areas of programmatic and administrative functions required to launch the suite of recovery programs. • Program Implementation – Implementation support, technical assistance, and oversight, ranging from fiscal controls to project application reviews, across the housing and infrastructure programs. • Monitoring, Compliance, and Training – Development and implementation of a monitoring plan for all administrative and programmatic functions and trainings and capacity building for HCD and its subrecipients. • Staff Augmentation – Provide as-needed services at the direction of HCD to address special or new initiatives or other ad-hoc support. 	2017 \$250 MILLION	2018 \$1 BILLION +	2020 \$231 MILLION	2021 \$24 MILLION	2023 \$115 MILLION	2023-2024 \$416 MILLION
2017 \$250 MILLION	2018 \$1 BILLION +	2020 \$231 MILLION					
2021 \$24 MILLION	2023 \$115 MILLION	2023-2024 \$416 MILLION					

Example 2 - Civix	
Client Name:	State of Florida – Department of Commerce  (FloridaCommerce), Office of Long-Term Resiliency (OLTR)
Program:	CDBG-DR Oversight and Monitoring
Brief Description of Services Rendered:	<p>Civix provides quality assurance/quality control and programmatic and fiscal monitoring services to the State of Florida on implementation of two of its CDBG-DR allocations, a \$117 million program for Hurricanes Hermine and Matthew recovery and a \$812 million program for Hurricane Irma recovery. Additionally, Civix is tasked with delivering pre-monitoring technical assistance on a number OLTR's programs, which consist of the Housing Repair and Replacement Program, Infrastructure Repair Program, Voluntary Home Buyout Program, and Workforce Recovery Training Program.</p> <p>The scope of work which Civix supports also includes performance of risk assessments for OLTR programs, the development of programmatic work plans to ensure CDBG-DR compliance, pre-monitoring reviews of program policies and procedures, draft agreements, and other program training materials for regulatory compliance, and other project implementation and program management compliance support.</p> <p>Civix works directly with OLTR and its CDBG-DR program partners and subrecipients to take proactive measures in regulatory and grant compliance during the initial project implementation stage. As part of the pre-monitoring approach, Civix analyzes risk in individual programs to determine potential noncompliance prior to program launch. This team, aptly named the Strike Team, then develops work plans from the analysis to address those areas of individual program risk to ensure CDBG-DR compliance remain on track in advance of any substantial grant expenditures.</p> <p>For OLTR CDBG-DR programs which have already begun implementation, Civix has established an ambitious monitoring schedule to ensure any noncompliant trends or deficient processes are addressed early in the drawdown process so that any risk of returning funds remains low. Since initial program implementation in 2019, Civix has either led or assisted in monitoring and providing technical assistance to over 30</p> <div data-bbox="1211 1514 1468 1755" data-label="Image"> </div> <p><i>OLTR Subrecipient Monitoring Multi-family Housing Site Visits (St. Johns County – May 2022)</i></p>


	<p>unique subrecipients (cities, towns, and counties), as well as led over five technical assistance events with OLTR program staff to ensure any programs which begin spending funds have been properly reviewed prior to HUD audits or visits. This also includes the expansion of monitoring support services in mid-2021 under OLTR's Hurricanes Matthew and Hermine subrecipient program, an extension of scope as a direct result of quality monitoring and technical assistance services provided during the initial stages of Irma program implementation.</p> <p>While the Strike Team provides technical assistance to OLTR program staff in completing work plan items for initial program implementation, the Civix monitoring team continues aggressive, in-depth reviews for OLTR programs and subrecipients to ensure compliance. Multiple teams with Civix staff are engaged simultaneously for both onsite and virtual monitoring reviews. This process immediately identifies program risks for OLTR and works to isolate and remedy those potentially deficient gaps within the programs' processes, all while fostering the program towards full implementation and proficient staff capacity within the appropriate grant timelines.</p>
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Example 3 - Civix	
Client Name:	North Carolina Office of Recovery and Resiliency (NCORR) 
Program:	Disaster Recovery Staff Augmentation
Brief Description of Services Rendered:	<p>The North Carolina Office of Recovery and Resiliency sought qualified personnel to support the management and administration of nearly \$1 billion in federal disaster recovery funding resulting from Hurricanes Matthew and Florence. NCORR required experienced disaster recovery professionals able to commit to working side-by-side with state personnel for the duration of the engagement. As a subcontractor to Hunt, Guillot & Associates, Civix provided key personnel to NCORR in the areas of policy, planning, program support, GIS, data collection and analysis, reporting, and quality assurance/quality control. Our team worked closely with their state counterparts to assess ongoing program operations, develop a Section 3 Plan, outline the full Action Plan and develop an impact and unmet needs assessment related to Hurricane Florence and Action Plan amendments in anticipation of additional funding related to Hurricane Matthew. In addition, we engaged with NC Emergency Management on FEMA PA projects, FEMA IA funds, and FEMA HMGP projects to better understand recovery needs.</p> <p>In our role as planning and program support subject matter experts and QA/QC specialists, we worked closely with NCORR staff as key advisors on operational efficiency, policy matters, and regulatory compliance. In addition, we provided support in the following areas:</p> <ul style="list-style-type: none"> • Preparation for and support during HUD monitoring visits • Interpretation of program policy • Monitor and track changes to program policies and procedures, Action Plans, and manuals • Provide training to NCORR staff and NCORR vendor personnel • Conduct analyses on current processes and identify and implement process improvements • Monitor program progress to identify bottlenecks and increase production levels • Planning related to future disaster response • Program planning and Action Plan development • Develop a monitoring plan and monitoring programs and subrecipients for compliance with applicable rules and regulations <p>Civix personnel also led the development of the North Carolina Accountability Dashboard, NCORR's web-based Esri-built public portal, built in coordination with the North Carolina Government Data Analytics Center and the North Carolina Department of Information Technology. Our support</p>

further involved leading data gathering and state and federal reporting efforts across NCORR programs. Civix was also tasked with delivering programmatic production reports within the State's system of record, Salesforce, which included generating reporting metrics, tools, and visual analytics.




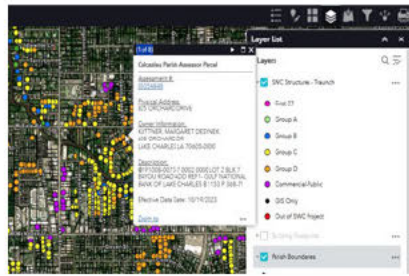
Flooding impacts of Hurricane Matthew. Credit: NC Dept. of Public Safety

Example 4 - Civix	
Client Name:	Department of Housing and Urban Development 
Program:	HUD Community Compass Technical Assistance Assignments
Brief Description of Services Rendered:	<p>As a technical assistance provider to the Department of Housing and Urban Development (HUD), Civix supports the implementation of Community Development Block Grant Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT) dollars for multiple state and local grantees. These engagements include a range of services to support grantees in the design and implementation of recovery and resilience-building programs, including Action Plan development, regulatory compliance, training and capacity building, and the establishment and review of administrative, programmatic, and federal regulatory cross-cutting policies and procedures.</p> <p>Commonwealth of Puerto Rico - From March 2018 – April 2023, Civix provided technical assistance to Puerto Rico's Department of Housing (PRDOH) in the development and launch of its CDBG-DR and CDBG-MIT grant funds. Civix's support included reviews and recommendations on the draft Action Plan and draft Financial Management and Grant Capacity Certifications, including policies and procedures; support on program design; training sessions on Benefit Cost Analysis, layering of federal funds, reasonable accommodations, and management of environmental review requirements; and working sessions on program income, cost eligibility, and program design. Civix provided ongoing trainings and working sessions, as requested by PRDOH, on topics ranging from procurement methods and standard operating procedures best practices to program design strategies to minimize displacement, and cross team coordination for regulatory compliance.</p> <p>State of Nebraska - Civix supported the State of Nebraska from October 2021 – April 2023 with the development and set up of its CDBG-DR grant to address major flooding impacts to infrastructure and housing across multiple counties. Technical assistance activities have included development and review of the Action Plan, guidance on program partnerships and agreements, regulatory training, and cost allocation and budget management. Civix conducted staff trainings and provided guidance to Nebraska during design and launch of its CDBG-DR programs, as well as supported the assessment of capacity and program needs, developed administrative procedures and processes to ensure effective internal controls and cost allocation management, and provided tools to identify and improve subrecipient capacity to implement awarded projects in impacted communities.</p>

	<p>State of New York - A unique technical assistance assignment, Civix is actively supporting the State of New York's Office of Resilient Homes and Communities (formerly the Governor's Office of Storm Recovery) as it approaches closeout of the \$4 billion CDBG-DR allocation for 2012's Hurricane Sandy and ramps up the design and launch of new programs under a \$40M allocation for Hurricane Ida recovery. The team worked with the grantee's leadership team to identify the key challenges faced by the organization through a needs assessment process to target topics and resources. As a result of the initial assessment, Civix has provided DRGR grant closeout strategy and guidance, resources on cost allocation options for indirect cost, and example staffing approaches from other small-scale grantees. The team has also provided detailed feedback on modifications to existing operating procedures and processes to meet budgetary and compliance requirements. While the compliance requirements are the same regardless of scale, Civix is developing tools to assist grantees like New York as they collapse organizational silos, improve collaboration, and consolidate critical grant, program, financial, and compliance functions among a smaller, cross-trained team. These tools will help grantees understand the lifecycle of disaster recovery grants, and how the skills and priorities shift over time, allowing grantees to better target staffing and upskilling.</p> <p>State of Washington - Civix provides technical assistance and subject matter expertise to the State of Washington as a first-time recipient of CDBG-DR funds. The team initially provided guidance on the overall processes and timeline to secure HUD approval of the state's Action Plan, sharing best practices and lessons learned from other grantees. Recovering from a multi-county disaster from flooding and high winds along the Canadian border, Civix supports Washington with engaging impacted communities to determine the highest need and best use of limited funds. Civix also guides existing state staff to complete grant certifications, assess capacity and determine strategic programming for this small scale grant of \$30M. Civix will provide technical assistance through the publication of the CDBG-DR Action Plan and into program and project launch, including guidance and support in the development of policies and procedures, outreach and communications to stakeholders, and grant and regulatory support as needed.</p> <p>State of Oklahoma - Civix supported the Oklahoma Department of Commerce's Community Development team in the long-term recovery of communities along the Arkansas River impacted by severe storms, riverine flooding, winds, and tornados in late Spring 2019. Civix provided a variety of technical assistance to the State as it prepared to implement CDBG-DR funds with new staff. Services included best practices on data sharing and unmet needs assessment analysis, guidance on regulatory requirements and program</p>
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	<p>area allocations, preliminary guidance on program design and the role of subrecipients, and overall review and recommendations to strengthen the State's Action Plan. Civix also provided the State additional technical assistance and support to finalize the first Action Plan Amendment, develop program policies, and enhance subrecipient capacity for successful grant implementation.</p> <p>State of Arkansas - Civix supports the State of Arkansas with development and implementation of its CDBG-DR programs to address the impacts of that occurred across the state in 2019, 2023, and 2024. Civix provides a variety of technical assistance to the state and its partners to support development of its CDBG-DR grant, including assessment of unmet housing, infrastructure, and economic recovery needs, as well, development of the State's CDBG-DR Action Plan, regulatory guidance, training, and support on program design and implementation.</p> <p>State of Missouri - Civix supported Missouri in the design and launch of its CDBG-DR and CDBG-MIT programs. Civix conducted staff training and provided guidance as the State develops and implements policies and programs that align with grant objectives and guidelines. Technical assistance activities focused on building internal staff capacity, improving subrecipient capacity to scale the implementation of policies, and leveraging internal resources to provide a framework for promoting policy implementation at the local level. The engagement emphasized opportunities to target and administer grant funds effectively to achieve the greatest impact in reducing future disaster risks.</p> <p>Houston, Texas - Civix supported the City of Houston, Texas as they worked to mitigate the impacts of flooding through the use of CDBG-MIT funding. Technical assistance was provided to staff across departments and included training and capacity building on regulatory compliance, environmental reviews, historical preservation, procurement, and closeout.</p> <p>San Marcos, Texas - The City of San Marcos, TX received CDBG-MIT funding to prevent future impacts from flood events. Technical assistance activities focused on building staff knowledge and capacity to effectively administer and manage their mitigation project portfolio. Civix provided trainings on mitigation regulations, grant administration and compliance, and regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix supported program launch efforts through policy and procedure development and support on administrative processes.</p> <p>Philadelphia, Pennsylvania - The City of Philadelphia, PA is a first-time recipient of CDBG-DR funds for the recovery from severe riverine flooding due to Hurricane Ida in 2021. Civix is supporting the well-established Housing and Community</p>
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	<p>Development department navigate the difference between entitlement CDBG and the added requirements and flexibilities of its \$163M disaster recovery funds as it develops its Public Action Plan, Implementation Plan, and Grant Compliance and Financial Management Certifications. Civix has meet weekly with the City's CDBG-DR team, providing examples, guidance, and insight on how to develop and prioritize the various components needed to secure a HUD grant agreement and release funds.</p> <p>Cicero, Illinois - The Town of Cicero is a first-time grantee of \$96M CDBG-DR fund resulting from an extreme flooding event in 2023. Through weekly meetings, the Civix team is supporting the development of the Town of Cicero's Action Plan and Financial Certifications. Additionally, the team is providing program design and launch technical assistance as the Town prepares for program launch.</p> <p>Civix has provided written recommendations on procurement; avoiding fraud, waste, and abuse; outreach and engagement; citizen participation and language access; program design elements for action plans, and infrastructure and mitigation project selection considerations.</p> <p>Civix has also participated and/or facilitated discussions on overall budget allocations; requesting and securing extensions; considerations for modifying existing housing programs for recovery purposes; objectives and requirements of the mitigation set-aside; outreach approaches and timing within action plan development; and layering of federal funding sources.</p>
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Example 5 - Civix	
Client Name:	State of Louisiana Coastal Protection and Restoration Authority 
Program:	Southwest Coastal Louisiana Nonstructural Storm Damage Risk Reduction Project
Brief Description of Services Rendered:	<p>The Southwest Coastal (SWCLA) Louisiana Nonstructural Storm Damage Risk Reduction project is a partnership between the U.S. Army Corps of Engineers (USACE), Rock Island District (federal sponsor), and the Louisiana Coastal Protection and Restoration Authority (non-federal sponsor). Located in Cameron, Calcasieu, and Vermilion Parishes, the project is designed to reduce the risk of damages caused by hurricane and storm surge in the project area through a number of risk reduction measures, including the elevation of approximately 3,400 eligible residential structures to the 100-year Base Flood Elevation based on 2075 hydrology, and dry floodproofing and berm construction for approximately 500 non-residential structures and warehouses.</p> <p>The Louisiana Coastal Protection and Restoration Authority (CPRA) engaged Civix to provide acquisition and relocation services required for the project which entails title research and preparation of abstracts of title, title updates, authorizations for entry, landowner coordination to secure participation agreements and acquire perpetual access easements, coordination with title attorneys, and recordation of project agreements.</p> <p>Civix coordinates with tenants that are temporary displaced during the structure elevations and provided relocation assistance advisory services in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA). Civix conducts in-person tenant interviews, prepares required written notices, personal property inventories, identifies decent, safe, and sanitary temporary housing, and determines moving cost and temporary housing payments. Civix is also preparing the relocation assistance framework for the project which consists of relocation documentation and templates used calculate URA benefits, and process claims for moving, meals and incidentals, and temporary housing expenses.</p> <p>For the project, Civix created an ArcGIS web application on Esri's Web AppBuilder platform and mapped the location of structures included in the project based on the priority groupings</p> 

Proposal Number: Doc1677946894


Vendor: _____


	<p>established by USACE. The web application enables users to easily search, reference, and access the corresponding online Parish assessment records for property details such as ownership information, physical addresses, property descriptions, assessment numbers, and other useful information. The GIS application is an entry point for all title research efforts and enables Civix to strategically plan assignments.</p>
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Example 6 - Civix	
Client Name:	Lee County, Florida - Lee County Strategic Resources and Government Affairs 
Program:	CDBG-DR Grant Management and Monitoring Support
Brief Description of Services Rendered:	<p>Civix is part of a team of grant managers providing overall grant management support, quality assurance/quality control, and programmatic and fiscal monitoring services to Lee County, Florida for the implementation of its \$1.2 billion CDBG-DR allocation in response to Hurricane Ian. Civix is tasked with conducting a comprehensive monitoring and compliance suite of services, including the development of a monitoring and compliance manual, risk assessment tools, review checklists, and templates. Additionally, the Civix team supports Lee County staff in implementing monitoring activities for all programs, which include critical infrastructure, affordable housing developments, homeowner rehabilitation, reconstruction, and elevation, homebuyer assistance, voluntary buyouts, and planning and public services.</p> <p>Civix's also performs risk assessments for CDBG-DR programs, develops programmatic work plans to ensure CDBG-DR compliance, conducts pre-monitoring reviews of program policies and procedures, drafts subrecipient agreements and exhibits packet templates, creates program materials for regulatory compliance, and completes project implementation and program management compliance support for the County's system of record.</p> <p>As Lee County is designing and launching programs, Civix works directly with County staff to take proactive measures in regulatory and grant compliance during the initial program design and project implementation stages. As part of the pre-monitoring approach, Civix analyzes risk in individual programs to determine potential non-compliance prior to program launch.</p> <p>Once the programs are underway, Civix will provide oversight and technical assistance to Lee County program staff and its partners, subrecipients, and developers to ensure programs are implemented in an efficient and compliant manner. This support identifies program risks to isolate and remedy those potentially deficient gaps within the programs' processes, while fostering the program towards full implementation and proficient staff capacity within the appropriate grant timelines.</p>

ATTACHMENT H: EXPERIENCE - EVERBLUE

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

Example 1 - Everblue	
Client Name:	North Carolina Department of Environmental Quality 
Program:	Home Energy Rebate Program
Brief Description of Services Rendered:	<p>Everblue led the full implementation of the North Carolina Home Energy Rebate Program under IIJA funding. The effort included design and deployment of a public-facing application portal, contractor onboarding and training, and rebate disbursement management for both single-family and multifamily housing.</p> <p>Scope of work included:</p> <ul style="list-style-type: none">• Processed 70,000+ applications to date with a >99.9% accuracy rate• Deployed performance dashboards to track contractor performance, application status, and processing time• Created bilingual customer support and mobile-optimized workflows• Reduced average application-to-payment time to under 10 business days• Conducted QA checks and regular performance reviews to reallocate staffing and improve throughput

Example 2 - Everblue	
Client Name:	North Carolina Department of Environmental Quality 
Program:	Administering Weatherization Assistance Program
Brief Description of Services Rendered:	<p>Everblue supports the North Carolina Department of Environmental Quality (NC DEQ) in administering the state's Weatherization Assistance Program, a federally funded initiative aimed at improving the energy efficiency of homes for low-income residents. In response to increased federal funding and evolving compliance requirements, Everblue was selected to provide statewide technical assistance, program support, and data management services to enhance WAP delivery and ensure accountability. Our role has been instrumental in helping the state scale its program capacity and performance to meet expanded goals under the Bipartisan Infrastructure Law and Inflation Reduction Act.</p> <p>Scope of work included:</p> <ul style="list-style-type: none"> • Manage contractor onboarding and training • Develop program documentation and standard operating procedures • Ensure data integrity across multiple reporting systems • Support implementation of quality assurance protocols. • Deliver technical support to state subgrantees • Assist with compliance tracking aligned with U.S. Department of Energy requirements. <p>Through our partnership, North Carolina has improved program consistency across service areas, strengthened contractor performance, and enhanced its ability to report on energy savings and cost-effectiveness.</p>

Example 3 - Everblue	
Client Name:	North Carolina Department of Agriculture and Consumer Services 
Program:	State Application and Dealer Certification System Overhaul
Brief Description of Services Rendered:	<p>Everblue partnered with the NC Department of Agriculture to overhaul and administer the state's pesticide applicator and dealer certification system, which serves thousands of professionals across multiple categories. The project aimed to reduce administrative burden, improve data quality, and increase public transparency while maintaining compliance with federal regulations and NC statutes.</p> <p>Scope of work included:</p> <ul style="list-style-type: none"> • Delivered system design, software configuration, and ongoing platform management—spanning online applications, examination modules, CEU tracking, fee processing, and credential verification. • Developed customized dashboards for both applicants and program staff, integrated with legacy databases, and implemented security protocols aligned with NIST 800-53. <p>Everblue helped North Carolina Agriculture and Consumer Services deliver a streamlined, user-friendly system that supports faster license issuance, reduces backlogs, and provides the state with actionable insights on compliance trends and workforce needs. The success of this platform led to expansion of services to additional licensing programs within the department.</p>

7. List of Errata and Exceptions

Not applicable.

8. RFP & Addenda

Civix submits the Signed Execution Pages, Addenda and RFP documents as required to include the forms listed below.

- Signed Execution Page
- Attachment A: Task Order Categories
- Attachment D: Location of Workers Utilized by Vendor
- Attachment E: Historically Underutilized Business Information
- Attachment F: Certification for Contracts, Grants, Loans and Cooperative Agreements
- Attachment G: Disclosure of Lobbying Activities

Insurance Requirements

Civix has reviewed the insurance requirements presented in the RFP, and confirms can meet the required cover amount and will provide proof of insurance upon award.

STATE OF NORTH CAROLINA

Division of Community Revitalization (DCR)

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

EXECUTION

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

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

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

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

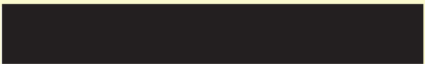
- it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency.

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

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

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

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

COMPLETE/FORMAL NAME OF VENDOR:		
MB3 Inc., DBA Civix		
STREET ADDRESS:	P.O. BOX:	ZIP:
3300 West Esplanade Avenue, Ste. 400		
CITY & STATE & ZIP:	TELEPHONE NUMBER:	TOLL FREE TEL. NO:
Metairie, LA 70002	(504) 304-2500	(800) 259-6192
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR:		FAX NUMBER:
Angele C. Romig, President		(504) 304-2525
VENDOR'S AUTHORIZED SIGNATURE:	DATE:	EMAIL:
	9/2/25	aromig@GoCivix.com

VALIDITY PERIOD

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

ACCEPTANCE OF PROPOSAL

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

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

ATTACHMENT A: TASK ORDER CATEGORIES / PRICING

TASK ORDER CATEGORIES:

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

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

ATTACHMENT 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:

3300 West Esplanade Avenue, Ste. 400, Metairie, LA 70002

210 Delburg Street, Davidson, NC 28036

ATTACHMENT E: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION

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

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

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

a) Is Vendor a Historically Underutilized Business? ☐ Yes ☒ No

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

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

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

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

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

The Vendor, MB3 Inc., DBA Civix, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Vendor's Authorized Official

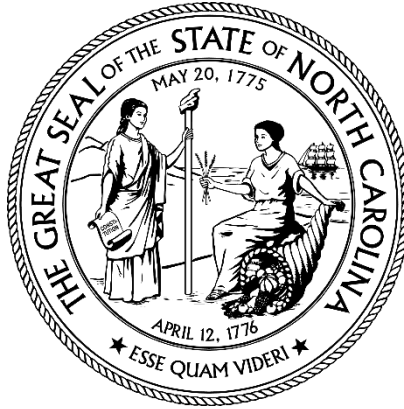
Angele C. Romig, President
Name and Title of Vendor's Authorized Official

9/2/25
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-III-72020-pdf/open>. If applicable, download and attach the completed form with Vendor's response to this Solicitation.

Not applicable.



**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

PRICING:

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

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

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

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

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

ATTACHMENT B: NORTH CAROLINA INSTRUCTIONS TO VENDORS

I. READ, REVIEW AND COMPLY

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

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

II. REQUEST FOR OFFERS

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

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

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

III. DUTY TO INQUIRE

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

IV. DEFINITIONS, ACRONYMS AND ABBREVIATIONS

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

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

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

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

V. INTERPRETATION OF TERMS AND PHRASES

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

VI. BID SUBMISSION

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

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

e) If an Offer is signed by an agent, other than as stated in subparagraphs(a)through (d) above, the Offer must state that 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 to comply with these requirements shall constitute sufficient cause to reject a bid without further consideration.

14. **WITHDRAWAL OF BID OR PROPOSAL:** Proposals submitted electronically may be withdrawn at any time prior to the date for bid opening identified on the cover page of this Solicitation document (or such later date included in an Addendum). Proposals that have been delivered by hand, U.S. Postal Service, courier, or other delivery service may be withdrawn only in writing and if receipt is acknowledged by the office issuing the Solicitation document prior to the time for opening identified on the cover page of the Solicitation document (or such later date included in an Addendum). Written withdrawal requests shall be submitted on the Vendor's letterhead and signed by an official of the Vendor authorized to make such request. Any withdrawal request made after bid opening shall be allowed only for good cause shown and in the sole discretion of the Division of Purchase and Contract.

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

16. **INSPECTION AT VENDOR'S SITE:** The State reserves the right to inspect, at a reasonable time, the equipment, item, plant, or other facilities of a prospective Vendor prior to Contract award, and during the Contract term as necessary for the State's determination that such equipment, item, plant, or other facilities conform with the specifications/requirements and are adequate and suitable for the proper and effective performance of the Contract.

17. **RECYCLING AND SOURCE REDUCTION:** It is the policy of the State to encourage and promote the purchase of products with recycled content to the extent economically practicable, and to purchase items which are reusable, refillable, repairable, more durable, and less toxic to the extent that the purchase or use is practicable and cost-effective. We also encourage and promote using minimal packaging and the use of recycled/recyclable products in the packaging of commodities purchased. However, no sacrifice in quality of packaging will be acceptable. The company remains responsible for providing packaging that will adequately protect the commodity and contain it for its intended use. Companies are strongly urged to bring to the attention of purchasers those products or packaging they offer which have recycled content and that are recyclable.

18. **CERTIFICATE TO TRANSACT BUSINESS IN NORTH CAROLINA:** As a condition of Contract award, each out-of-State Vendor that is a corporation, limited-liability company, or limited-liability partnership shall have received, and shall maintain throughout the term of The Contract, a Certificate of Authority to Transact Business in North Carolina from the North Carolina Secretary of State, as required by North Carolina law. A State contract requiring only an isolated transaction completed within a period of six months, and not in the course of a number of repeated transactions of like nature, shall not be considered transacting business in North Carolina and shall not require a Certificate of Authority to Transact Business.

19. **SUSTAINABILITY:** To support the sustainability efforts of the State of North Carolina we solicit Your cooperation in this effort. Pursuant to Executive Order 156 (1999), it is desirable that all responses meet the following:

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

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

21. **RECIPROCAL PREFERENCE:** G.S. 143-59 establishes a reciprocal preference requirement to discourage other states from favoring their own resident Vendors by applying a percentage increase to the price of any bid from a North Carolina resident Vendor. To the extent another state does so, North Carolina applies the same percentage increase to

the bid of a Vendor resident in that state. Residency is determined by a Vendor's "Principal Place of Business," defined as that principal place from which the overall trade or business of the Vendor is directed or managed.

22. **INELIGIBLE VENDORS:** As provided in G.S. 147-86.59 and G.S. 147-86.82, the following companies are ineligible to contract with the State of North Carolina or any political subdivision of the State:

a) any company identified as engaging in investment activities in Iran, as determined by appearing on the Final Divestment List created by the State Treasurer pursuant to G.S. 147-86.58, and

b) any company identified as engaged in a boycott of Israel as determined by appearing on the List of restricted companies created by the State Treasurer pursuant to G.S. 147-86.81. A contract with the State or any of its political subdivisions by any company identified in a) or b) above shall be void *ab initio*.

23. **VALID TAXPAYER INFORMATION:** All persons or entities desiring to do business with the State must provide correct taxpayer information on North Carolina specified forms. The Substitute W-9 and Instructions are here: https://files.nc.gov/ncosc/documents/NCAS_forms/State_of_North_Carolina_Sub_W-9_01292019.pdf

24. **VENDOR REGISTRATION AND SOLICITATION NOTIFICATION SYSTEM:** The North Carolina electronic Vendor Portal (eVP) allows Vendors to electronically register free with the State to receive electronic notification of current procurement opportunities available as well as notifications of status changes to those Solicitations. Online registration and other purchasing information is available at the following website: <https://evp.nc.gov>.

25. The status of a Vendor's E-Procurement Services account(s) shall be considered a relevant factor in determining whether to approve the award of a Contract resulting from this Solicitation document. Any Vendor with an E-Procurement Services account that is in arrears by 91 days or more at the time of bid opening may be suspended or deactivated, at the State's discretion, and may be disqualified from further evaluation or consideration.

26. **TABULATIONS:** Bid tabulations can be electronically retrieved at the Electronic Vendor Portal (eVP), <https://evp.nc.gov>. Tabulations will normally be available at this web site not later than one working day after the bid opening. If negotiation is anticipated under 01 NCAC 05B.0503, pricing may not be public until award. Lengthy or complex tabulations may be summarized, with other details not made available on eVP. Requests for additional details or information concerning such tabulations cannot be honored.

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

28. **COMMUNICATIONS BY VENDORS:** In submitting its bid, the Vendor agrees not to discuss or otherwise reveal the contents of its bid to any source, government or private, outside of the using or issuing agency until after the award of the Contract or cancellation of this Solicitation. All Vendors are forbidden from having any communications with the

using or issuing agency, or any other representative of the State concerning the Solicitation, during the evaluation of the bids (i.e., after the public opening of the bids and before the award of the Contract), unless the State directly contacts the Vendor(s) for purposes of seeking clarification or another reason permitted by the Solicitation. A Vendor shall not: (a) transmit to the issuing and/or using agency any information commenting on the ability or qualifications of any other Vendor to provide the advertised good, equipment, commodity; (b) identify defects, errors and/or omissions in any other Vendor's bid and/or prices at any time during the procurement process; and/or (c) engage in or attempt any other communication or conduct that could influence the evaluation or award of a Contract related to this Solicitation. Failure to comply with this requirement shall constitute sufficient justification to disqualify a Vendor from a Contract award. Only those communications with the using agency or issuing agency authorized by this Solicitation are permitted.

29. **INFORMAL COMMENTS:** The State shall not be bound by informal explanations, instructions or information given at any time by anyone on behalf of the State during the competitive process or after award. The State is bound only by information provided in writing in this Solicitation document and in formal Addenda.

30. **PROTEST PROCEDURES:** When a Vendor wishes to protest a contract awarded by the Division of Purchase and Contract or awarded by an agency when the award amount exceeds the agency's general delegation and the contract is not subject to a special delegation or exemption, a Vendor shall submit a written request addressed to the State Purchasing Officer at: Division of Purchase and Contract, 1305 Mail Service Center, Raleigh, NC 27699-1305.

When a Vendor wishes to protest a contract awarded by an agency when the award amount is less than an agency's general delegation or when the contract is subject to a special delegation or exemption the Vendor shall submit a written request to protest to the purchasing officer of the agency that issued the award.

The protest request must be received in the proper office within thirty (30) consecutive calendar days from the date of the Contract award. Protest letters shall contain specific grounds and reasons for the protest, how the protesting party was harmed by the award made and any documentation providing support for the protesting party's claims.

Note: Contract award notices are sent only to the Vendor actually awarded the contract, and not to every person or firm responding to a Solicitation. Award notices are posted on eVP at <https://evp.nc.gov>. All protests will be handled pursuant to the North Carolina Administrative Code, 01 NCAC 05B .1519.

31. **ORDER OF PRECEDENCE:** In cases of conflict between specific provisions in this Solicitation or those in any resulting Contract documents, the order of precedence shall be (high to low) (1) any special terms and conditions specific to this Solicitation document, including any negotiated terms, (2) requirements and specifications and administration, (3) North Carolina General Terms and Conditions in North Carolina General Terms And Conditions, (4) Instructions To Vendors, (5) Pricing, and (6) Vendor's Bid.

32. **ADDENDA:** Critical updated information may be included in Addenda to the Solicitation. It is important that all Vendors bidding on the Solicitation periodically check for any Addenda that may be issued prior to the bid opening date. All Vendors shall be deemed to have read and understood all information in the Solicitation document and all Addenda thereto. Vendors are also responsible for obtaining and complying with all Addenda and other changes that may be issued concerning the Solicitation.

33. **ORAL EXPLANATIONS NON-BINDING:** Oral explanations or instructions will not be binding. Any information given a prospective Offeror concerning a Solicitation will be furnished promptly to all other prospective Offerors as an Addendum to the Solicitation, if that information is necessary for submitting offers or if the lack of it would be

prejudicial to other prospective Offerors. See clause herein entitled "Duty to Inquire." The State will not identify You in its answer to Your question.

34. **MAXIMUM COMPETITION:** The State seeks to permit the maximum practicable competition. Offerors are urged to advise the State, as soon as possible, regarding any aspect of this procurement, including any aspect of the Solicitation that unnecessarily or inappropriately limits full and open competition. If the State determines that any changes will be made resulting from the questions asked, then such decisions will be communicated in the form of an Addendum.

35. **FIRM OFFER:** Vendor's bid shall constitute a firm offer. By execution and delivery of a bid in response to a Solicitation, the Vendor agrees that any additional or modified terms and conditions, whether submitted purposefully or inadvertently, shall have no force or effect, and will be disregarded. Any bid that contains language that indicates the bid is non-binding or subject to further negotiation before a contractual document may be signed shall be rejected.

ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS & CONDITIONS

1. PERFORMANCE:

- a) It is anticipated that the tasks and duties undertaken by the Vendor under the contract which results from the State solicitation in this matter (Contract) shall include Services, and/or the manufacturing, furnishing, or development of goods and other tangible features or components, as deliverables.
- b) Vendor agrees to perform under the Contract in at least the same or similar manner provided to comparable users and customers. The State shall notify the Vendor of any defects or deficiencies in performance or failure of deliverables to conform to the standards and specifications provided in this Contract. Vendor agrees to timely remedy defective performance or any nonconforming deliverables on its own or upon such notice provided by the State.
- c) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under and during this Agreement and in confidence as further provided for herein or by law.
- d) Vendor or its suppliers, as specified and agreed in the Contract, shall provide support assistance to the State related to all Services performed or other deliverables procured hereunder during the State's normal business hours. Vendor warrants that its support, customer service, and assistance will be performed at a minimum in accordance with generally accepted and applicable industry standards.
- e) The State may document and take into account in awarding or renewing future procurement contracts the general reputation, performance, and performance capabilities of the Vendor under this Contract as provided by G.S. 143-52 and 143-135.9 (a) and (b) (Best Value).

2. DEFAULT AND TERMINATION.

- a) In the event of default by the Vendor, the State may, as provided by NC law, procure goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. See, G.S. 25-2-712. In addition, and in the event of default by the Vendor under the Contract, or upon the Vendor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Vendor, the State may immediately cease doing business with the Vendor, terminate the Contract for cause, and take action to recover relevant damages, and if permitted by applicable law, debar the Vendor from doing future business with the State. 01 NCAC 05B.1520.
- b) Liquidated damages for not completing the work within 150 calendar days for reconstruction projects, 60 calendar days for MHU replacement projects, 30 calendar days for demolition projects, and 30 calendar days for rehabilitation projects with a scope <\$50,000, 60 calendar days for rehabilitation projects with a scope >\$50,000 and <\$100,00, 90 calendar days for rehabilitation projects with a scope >\$100,000 and <\$150,000, 120 calendar days for rehabilitation projects with a scope >\$150,000 commencing on the date specified in written Notice to Proceed, including all officially approved extensions thereto, are to be One Hundred Dollars and No/100 (\$100.00) PER DAY, per individually assigned Project. The Contractor may be liable for liquidated damages in the amount of One Hundred Dollars and No/100 (\$100.00) PER DAY, per affected Project, if Contractor fails to complete the work within the contracted period. If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, including, without limitation, in these North Carolina General Terms and Conditions, the State shall have the right to impose liquidated damages per affected Project as described herein, issue a Stop Work Order requiring Vendor to immediately Stop Work on any or all of Vendor's Projects, demand return of expended funds, and/or terminate the Contract by giving at least five days written notice to the Vendor and specifying the effective date thereof. In the event of a Stop Work Order or a Contract termination, any or all finished or unfinished deliverables that are prepared by the Vendor under the Contract shall, at the option of the

State, become the property of the State until such time as the State can identify another Vendor to complete the work (and shall include any applicable Vendor license and permits to the extent necessary for the State to use such property), and the Vendor may be entitled to receive just and equitable compensation for any acceptable deliverable completed (or partially completed at the State's sole discretion) as to which such option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of the Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State, if failing to receive proper performance or provision of goods deliverables, or if documented Vendor Services performance issues exist, under this Contract, may make a claim upon the Vendor's surety. G.S. 143-52(a); 01 NCAC 05B.1521; G.S. 25-2-609. If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract for convenience at any time by providing 30 days' notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this Contract shall, at the option of the State, become its property, and under any applicable Vendor license and permits to the extent necessary for the State to use such property. If the Contract is terminated by the State for convenience, the State shall pay for those items or Services for which such option is exercised, less any payment or compensation previously made.

- c) The State may terminate this Contract, and any Scope of Work/Task Order assigned under this Contract, immediately upon discovery of the Vendor's commission of fraud.
- d) This Contract may be terminated at any time by mutual agreement of the State and the Vendor, to be effective upon a date agreed to by the State and the Vendor.
- e) If funds for the project become unavailable for any reason, including without limitation, a change in state or federal laws, the State shall have the right to terminate this Contract, and any Scope of Work/Task Order assigned thereto, after giving Vendor written notice of termination at least 5 calendar days in advance of the termination date. The notice of termination shall contain the effective termination date of this Contract. Upon notice, the Vendor shall not expend any funds without the State's express written authorization.
- f) The Vendor acknowledges and agrees that the rights and remedies of the State as set forth herein and elsewhere in this Contract are not exclusive and are in addition to any other rights and remedies provided by law.

3. INTERPRETATION, CONFLICT OF TERMS.

- a) The definitions in the Instructions to Vendors in the relevant solicitation for this Contract, and in 01 NCAC 05A.0112 are specifically incorporated herein.
- b) If federal funds are involved in the transactions under this Contract, the Vendor shall comply with all applicable state and federal requirements and laws, except where State requirements are more restrictive. See the additional federal requirements included in the "Federal Funds Provisions" section below.
- c) "Purchasing Agency" herein is as defined in 01 NCAC 05A.0112, except that if this Contract has been entered into by the NC Department of Administration, Division of Purchase and Contract (P&C) as indicated in the Contract (e.g., a State Term Contract), then P&C will then be a Purchasing Agency for the purposes herein and in the Federal Funds Provisions, below.
- d) Contracts made in contravention of General Statutes, Chapter 143, Article 3 and the Rules in 05 NCAC Chapter 5, are void. G.S. 143-58.
- e) In cases of conflict between specific provisions in this Contract and any other referenced documents, the Order of Precedence shall be (high to low) (1) any special terms and conditions specific to this Contract, including any negotiated terms; (2) requirements, specifications and administrative terms; (3) these

NORTH CAROLINA GENERAL TERMS AND CONDITIONS, including the Federal Funds Provisions; (4) Definitions and other provisions in INSTRUCTIONS TO VENDORS in this solicitation, which is specifically incorporated in this Contract; (5) PRICING, and (6) Vendor's Bid, to the extent specifically and mutually incorporated into this Contract.

- f) In the event of conflict of terms between applicable provisions of the Federal Funds Provisions and the other provisions of these North Carolina General Contract Terms and Conditions, the more restrictive provision will govern.

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

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

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

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

7. SITUS AND GOVERNING LAWS:

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

8. NON-DISCRIMINATION COMPLIANCE:

- a) The Vendor will take affirmative action in complying with all State requirements and laws concerning fair employment and employment of people with disabilities, and concerning the treatment of all employees

without regard to discrimination by reason of race, color, religion, sex, national origin or disability or rights, such as preserved by Governor Roy Cooper Order E.O. 24 or 25, and will take necessary action to ensure that its internal employee policies and procedures are consistent with Executive Order #82 (Roy Cooper, December 6, 2018), which extends workplace protections and accommodations to pregnant employees.

- b) Federal Law, such as the following, applies as provided for therein: Titles VI and VII of the Civil Rights Act of 1964 (PL 88-352), and the regulations issued pursuant thereto (prohibiting discrimination on the basis race, color, national origin and ensuring that individuals are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age); Title IX of the Education Amendments of 1972 (codified as amended at 20 U.S.C. § 1681 et seq.) (prohibiting discrimination on the basis of sex); Titles I, II, III, IV, and V of the Americans with Disability Act of 1990 (prohibiting discrimination on the basis of disability); Section 504 of the Rehabilitation Act of 1973 (codified as amended at 29 U.S.C. § 794) (prohibiting discrimination on the basis of handicap); the Age Discrimination Act of 1975 (codified as amended at 42 U.S.C. § 6101 et seq.) (prohibiting age discrimination); and Section 109 of the Housing and Community Development Act of 1974, as amended.

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

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

10. **CONDITION AND PACKAGING:** Unless otherwise expressly provided by special terms and conditions or specifications in the Contract or by express, specific federal law or rule, it is understood and agreed that any item offered or shipped has not been sold or used for any purpose, is newly manufactured, and shall be in first class condition. All containers/packaging shall be suitable for handling, storage or shipment.

11. **INTELLECTUAL PROPERTY WARRANTY AND INDEMNITY:** Vendor shall hold and save the State, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, resulting from infringement of the rights of any third party in any Services or copyrighted material, patented or patent-pending invention, article, device or appliance delivered in connection with the Contract.

- a) Vendor warrants to the best of its knowledge that:

- i) Performance under the Contract does not infringe upon any intellectual property rights of any third party; and
- ii) There are no actual or threatened actions arising from, or alleged under, any intellectual property rights of any third party;

- b) Should any deliverables supplied by Vendor become the subject of a claim of infringement of a patent, copyright, trademark or a trade secret in the United States, the Vendor, shall at its option and expense, either procure for the State the right to continue using the deliverables, or replace or modify the same to become non-infringing. If neither of these options can reasonably be taken in Vendor's judgment, or if further use shall be prevented by injunction, the Vendor agrees to cease provision of any affected deliverables and refund any sums the State has paid Vendor for such deliverables and make every reasonable effort to assist the State in procuring substitute deliverables. If, in the sole opinion of the State, the cessation of use by the State of any such deliverables due to infringement issues makes the retention of other items acquired from the Vendor under this Agreement impractical, the State shall then have the

option of terminating the Agreement, or applicable portions thereof, without penalty or termination charge; and Vendor agrees to refund any sums the State paid for unused Services or other deliverables.

- c) The Vendor, at its own expense, shall defend any action brought against the State to the extent that such action is based upon a claim that the deliverables supplied by the Vendor, their use or operation, infringe on a patent, copyright, trademark or violate a trade secret in the United States. The Vendor shall pay those costs and damages finally awarded or agreed in a settlement against the State in any such action. Such defense and payment shall be conditioned on the following:
 - i) That the Vendor shall be notified within a reasonable time in writing by the State of any such claim; and
 - ii) That the Vendor shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise provided, however, that the State shall have the option to participate in such action at its own expense.
- d) Vendor will not be required to defend or indemnify the State to the extent any claim by a third party against the State for infringement or misappropriation results solely from the State's material alteration of any Vendor-branded deliverables or Services, or from the continued use of the Services or other deliverables after receiving written notice from the Vendor of the claimed infringement.

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

13. ACCESS TO PERSONS AND RECORDS:

- a) During, and after the term hereof during the relevant period required for retention of records by State law (G.S. 121-5, 132-1 *et seq.*, typically five years), the State Auditor and any Purchasing Agency's internal auditors shall have access to persons and records related to the Contract to verify accounts and data affecting fees or performance under the Contract, as provided in G.S. 143-49(9). However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of such retention of records period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the record retentions period, whichever is later.
- b) The following entities may audit the records of this contract during and after the term of the contract to verify accounts and data affecting fees or performance:
 - i. The State Auditor.
 - ii. The internal auditors of the affected department, agency or institution.
 - iii. The Joint Legislative Commission on Governmental Operations and legislative employees whose primary responsibility is to provide professional or administrative services to the Commission.
- c) The Joint Legislative Commission on Governmental Operations has the authority to:
 - i. Study the efficiency, economy and effectiveness of any non-State entity receiving public funds.
 - ii. Evaluate the implementation of public policies, as articulated by enacted law, administrative rule, executive order, policy, or local ordinance, by any non-State entity receiving public funds.
 - iii. Investigate possible instances of misfeasance, malfeasance, nonfeasance, mismanagement, waste, abuse, or illegal conduct by officers and employees of a non-State entity receiving, directly or indirectly, public funds, as it relates to the officer's or employee's responsibilities regarding the receipt of public funds.
 - iv. Receive reports as required by law or as requested by the Commission.

v. Access and review

1. Any documents or records related to any contract awarded by a State agency, including the documents and records of the contractor, that the Commission determines will assist in verifying accounts or will contain data affecting fees or performance; and
 2. Any records related to any subcontract of a contract awarded by a State agency that is utilized to fulfill the contract, including, but not limited to (i) records related to the drafting and approval of the subcontract, and (ii) documents and records of the contractor or subcontractor that the Commission determines will assist in verifying accounts or will contain data affecting fees or performance.
- d) The Joint Legislative Commission on Governmental Operations has the power to:
- i. Compel access to any document or system of records held by a non-State entity receiving, directly or indirectly, public funds, to the extent the documents relate to the receipt, purpose or implementation of a program or service paid for with public funds.
 - ii. Compel attendance of any officer or employee of any non-State entity receiving public funds, provided the officer or employee is responsible for implementing a program or providing a service paid for with public funds.
- e) Unless prohibited by federal law, the Commission and Commission staff in the discharge of their duties under this Article shall be provided access to any building or facility owned or leased by a non-State entity receiving public funds provided (i) the building or facility is used to implement a program or provide a service paid for with public funds and (ii) the access is reasonably related to the receipt, purpose, or implementation of a program or service paid for with public funds.
- f) Any confidential information obtained by the Commission shall remain confidential and is not a public record as defined in G.S. 132-1.
- g) Any document or information obtained or produced by Commission staff in furtherance of staff's duties to the Commission is confidential and is not a public record as defined in G.S. 132-1.
- h) A person who conceals, falsifies, or refuses to provide to the Commission any document, information, or access to any building or facility as required by this Article with the intent to mislead, impede, or interfere with the Commission's discharge of its duties under this Article shall be guilty of a Class 2 misdemeanor.

14. ASSIGNMENT OR DELEGATION OF DUTIES.

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

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

1. Potential for damage to State property or property of a third party,

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

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

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

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

1. **For Small Purchases** as defined under North Carolina Administrative Code 01 NCAC 05A.0112 (35) and 05B.0301 (1), the minimum applicable insurance requirements for Worker's Compensation and Automobile Liability will apply as required by North Carolina law. The Purchasing Agency may require Commercial General Liability coverage consistent with the assessed risks involved in the procurement.
2. **For Contracts valued in excess of the Small Purchase threshold, but up to \$1,000,000.00 the following limits shall apply:**
 - i. **Worker's Compensation** - The Vendor shall provide and maintain Worker's Compensation Insurance, as may be required by the laws of North Carolina, as well as employer's liability coverage, with minimum limits of \$250,000.00, covering all of Vendor's employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.
 - ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$500,000.00 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
 - iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$250,000 bodily injury and property damage; \$250,000 uninsured/under insured motorist; and \$2,500 medical payment.
3. **For Contracts valued in excess of \$1,000,000 the following limits shall apply:**
 - i. **Worker's Compensation** - The Vendor shall provide and maintain Worker's Compensation Insurance, as may be required by the laws of North Carolina, as well as employer's liability

coverage, with minimum limits of \$500,000, covering all of Vendor's employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.

- ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$1,000,000 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
- iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$500,000 bodily injury and property damage; \$500,000 uninsured/under insured motorist; and \$5,000 medical payment.

16. GENERAL INDEMNITY:

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

17. ELECTRONIC PROCUREMENT:

- a) Purchasing shall be conducted through the Statewide E-Procurement Service. The State's third-party agent shall serve as the Supplier Manager for this E-Procurement Service. The Vendor shall register for the Statewide E-Procurement Service within two (2) business days of notification of award in order to receive an electronic purchase order resulting from award of this Contract.
- b) RESERVED. The Supplier Manager will capture an order from a State approved user, including the shipping and payment information, and submit the order in accordance with E-Procurement Service procedures. Subsequently, the Supplier Manager will send those orders to the appropriate Vendor on State Contract. The State or State-approved user, not the Supplier Manager, shall be responsible for the solicitation, bids received, evaluation of bids received, award of Contract, and the payment for goods delivered.

- c) Vendor shall at all times maintain the confidentiality of its username and password for the Statewide E-Procurement Services. Vendor shall be responsible for all activity and all charges by its agents or employees. Vendor agrees not to permit a third party to use its E-Procurement Services account. If there is a breach of security through the Vendor's account, Vendor shall immediately change its password and notify the Supplier Manager of the security breach by email. Vendor shall cooperate with the State and the Supplier Manager to mitigate and correct any security breach.

18. SUBCONTRACTING: The Vendor may subcontract the performance of required Services under the Contract. Upon request, Vendor shall identify its subcontractors to the State; identify any financial interest it has in any subcontractor to the State; and/or provide the State with complete copies of any agreements made by and between Vendor and any subcontractors. The Vendor remains solely responsible for the performance of its subcontractors. Subcontractors shall adhere to all applicable requirements, terms, and conditions set forth in this Contract and the subsequent Scope of Work/Task Order. It may be required as a condition of award that an authorized officer or agent of a subcontractor sign a statement to the effect that the subcontractor has read, and will agree to abide by, Vendor's obligations under any contract awarded pursuant to this Solicitation. Any contracts made by the Vendor with a subcontractor shall include an affirmative statement that the State is an intended third party beneficiary of the Agreement; that the subcontractor has no agreement with the State; and that the State shall be indemnified by the Vendor for any claim presented by the subcontractor. Notwithstanding any other term herein, Vendor shall timely exercise its contractual remedies against any non-performing subcontractor and, when appropriate, substitute another subcontractor. **CONFIDENTIALITY:** Vendor information that cannot be shown to be, e.g., a trade secret, may be subject to public disclosure under the terms of the State Public Records Act (SPRA), beginning at G.S. 132.1. Blanket assertions of confidentiality are not favored, but confidentiality of specific material meeting one or more exceptions in the SPRA will be honored. Vendors are notified that if the confidentiality of material is challenged by other parties, the Vendor has the responsibility of defending the assertion of confidentiality. G.S. 143-52(a).

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

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

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

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

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

- 21. ENTIRE AGREEMENT:** The Contract (including any documents mutually incorporated specifically therein) resulting from a relevant solicitation represents the entire agreement between the parties and supersedes all prior oral or written statements or agreements. All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the Contract expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.
- 22. ELECTRONIC RECORDS:** The State will digitize all Vendor responses to the relevant solicitation, if not received electronically, as well as any awarded Contract together with associated procurement-related documents. These electronic copies shall constitute a preservation record and shall serve as the official record of this procurement with the same force and effect as the original written documents comprising such record. Any official electronic copy, printout or other output readable by sight shown to reflect such record accurately shall constitute an "original."
- 23. AMENDMENTS:** This Contract may be amended only by a written amendment duly executed by the State and the Vendor.
- 24. NO WAIVER:** Notwithstanding any other language or provision in the Contract or in any Vendor-supplied material, nothing herein is intended nor shall be interpreted as a waiver of any right or remedy otherwise available to the State under applicable law. The waiver by the State of any right or remedy on any one occasion or instance shall not constitute or be interpreted as a waiver of that or any other right or remedy on any other occasion or instance.
- 25. FORCE MAJEURE:** Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations as a result of events beyond its reasonable control, including, without limitation, fire, power failures, any act of war, hostile foreign action, nuclear explosion, riot, strikes or failures or refusals to perform under subcontracts, civil insurrection, earthquake, hurricane, tornado, other catastrophic epidemic or pandemic, natural event or Act of God.
- 26. SOVEREIGN IMMUNITY:** Notwithstanding any other term or provision in the Contract, nothing herein is intended nor shall be interpreted as waiving any claim or defense based on the principle of sovereign immunity or other State or federal constitutional provision or principle that otherwise would be available to the State under applicable law.

27. FEDERAL FUNDS PROVISIONS

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

Any links to websites not maintained by the State are provided as a courtesy. The State does not warrant or guarantee the accuracy of the hyperlink or the information contained therein.

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

- c) **Remedies and Termination**, For purposes of this section the State Remedies and Termination provisions above apply as written.
- d) **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708).**

Compliance with the Contract Work Hours and Safety Standards Act.

1. *Overtime requirements.* No Vendor or subcontractor contracting for any part of the Contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
2. *Violation; liability for unpaid wages; liquidated damages.* In the event of any violation of the clause set forth in 29 C.F.R. §5.5(b)(1) the Vendor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such Vendor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in 29 C.F.R. §5.5(b)(1), in the sum of \$33 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in 29 C.F.R. §5.5(b)(1).
3. *Withholding for unpaid wages and liquidated damages.* The Purchasing Agency shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Vendor or subcontractor under any such contract or any other Federal contract with the same prime Vendor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Vendor, such sums as may be determined to be necessary to satisfy any liabilities of such Vendor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in 29 C.F.R. §5.5(b)(2).
4. *SubContracts.* The Vendor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of 29 C.F.R. §5.5 and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Vendor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in 29 C.F.R. §5.5(b)(2) through (4).

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

Clean Air Act

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

Federal Water Pollution Control Act

1. The Vendor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
2. The Vendor agrees to report each violation to the Purchasing Agency and understands and agrees that the Purchasing Agency will, in turn, report each violation as required to assure notification to the federal

agency providing funds hereunder, and the appropriate Environmental Protection Agency Regional Office.

3. The Vendor agrees that these requirements will be included in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

f) Debarment and Suspension.

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

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

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

Required Certification. Vendors must sign and submit to the Purchasing Agency the certification attached hereto as Attachment F and, if applicable, complete the disclosure form in Attachment G. See the latest version of "Certification for Contracts, Grants, Loans, and Cooperative Agreements" found at <https://ncadmin.nc.gov/documents/vendor-forms>.

h) Procurement of Recovered Materials.

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

3. The Vendor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.”
- i) **Access to Records.** In addition to the North Carolina General Contract Terms & Conditions section entitled “ACCESS TO PERSONS AND RECORDS” included in this Contract, the following access to records requirements apply to this Contract:
1. The Vendor agrees to provide the Purchasing Agency, the Administrator of the federal agency providing funds hereunder, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Vendor which are directly pertinent to this Contract for the purposes of making audits, examinations, excerpts, and transcriptions.
 2. The Vendor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
 3. The Vendor agrees to provide the Administrator of the federal agency providing funds hereunder or his authorized representative access to construction or other work sites pertaining to the work being completed under the Contract.
 4. In compliance with the Disaster Recovery Act of 2018, the Purchasing Agency and the Vendor acknowledge and agree that no language in this Contract is intended to prohibit audits or internal reviews by the Administrator of the federal agency providing funds hereunder or the Comptroller General of the United States.
- j) **Modifications to Contract.** Modifications to the Contract are governed by the North Carolina General Contract Terms & Conditions section above entitled “AMENDMENTS,” except as approval and signature by any federal official may also be required.
- k) **Records Retention.** All records required to be kept on the project shall be maintained for at least eight (8) years after final payments and until all other pending matters under the grant for this project have been closed. However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of the eight (8) year period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the eight (8) year period, whichever is later.
- l) **Energy Efficiency.** All participants in the projects funded hereby shall recognize mandatory standards and policies relating to energy efficiency, which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (PL 94-163).
- m) **Program Fraud and False or Fraudulent Statements or Related Acts.** Vendor acknowledges that 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) applies to its actions pertaining to the Contract.
- n) **No Obligation by Federal Government.** The Federal Government is not a party to this Contract and is not subject to any obligations or liabilities to the non-Federal entity, Vendor, or any other party pertaining to any matter resulting from the Contract.
- o) **Compliance with Federal Law, Regulations, and Executive Orders.** This is an acknowledgement that federal financial assistance will be used to fund all or a portion of the Contract. The Vendor will comply with all applicable Federal law, regulations, executive orders, the policies of the federal agency(ies) providing funding, procedures, and directives.
- p) **Federal Seals, Logos, and Flags.** In addition to the prohibitions of the North Carolina General Contract Terms & Conditions section above entitled “ADVERTISING,” the Vendor shall not use the seal(s), logos, crests, or reproductions of flags of a federal agency providing funding herein, or likenesses of federal agency officials without specific pre-approval of the relevant federal agency.
- q) **System for Awards Management.** Vendor shall be responsible to ensure that it has checked the federal

System for Awards Management (SAM) <https://www.sam.gov/SAM> and the State Debarred Vendors Listing, <https://ncadmin.nc.gov/documents/nc-debarred-vendors> to verify that Contractors or sub-Recipients have not been suspended or debarred from doing business with federal or State government.

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

The Contractor shall comply with the provisions of Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 USC 1701u, and implementing its regulations at 24 CFR Part 75, as expressed below:

1. The work to be performed under this contract is subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended by the Housing and Community Development Act of 1992 (Section 3). The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by Section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing.
2. The parties to this contract agree to comply with HUD's regulations in 24 CFR Part 75, which implement Section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the part 75 regulations.
3. The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this Section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the Section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.
4. The contractor agrees to include this Section 3 clause in every subcontract subject to compliance with regulations in 24 CFR Part 75, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this Section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR Part 75. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR Part 75.
5. The contractor will certify that any vacant employment positions, including training positions that are filled (1) after the contractor is selected by before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 75 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR part 75.
6. Noncompliance with HUD's regulations in 24 CFR part 75 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.
7. With respect to work performed in connection with Section 3 covered Indian housing assistance, section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract. Section 7(b) requires that to the greatest extent feasible (i) preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian-owned Economic Enterprises. Parties to this contract that are subject to the provisions of Section 3 and Section 7(b) agree to comply with Section 3 to the maximum extent feasible, but not in derogation of compliance with Section 7(b).

- s) **Non-Discrimination.** Vendor will comply with all Federal statutes relating to non-discrimination. These include but are not limited to:
1. Title VI of the Civil Rights Act of 1964 (42 U.S.C 2000(d)) and implementing regulations (24 CFR part 1), which provide that no person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or otherwise be subject to discrimination under any program or activity that receives Federal financial assistance.
 2. Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), as amended, and implementing regulations at 24 CFR part 8, the American Disabilities Act (42 U.S.C. §§ 12101 et.seq.), and implementing regulations at 28 CFR part 35 or 36, as applicable, and the Age Discrimination Act of 1975 (42 U.S.C. §§ 6101-6107) as amended, and implementing regulations at 24 CFR part 146, which together provide that no person in the United States shall, on the grounds of disability or age, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity that receives Federal financial assistance.
 3. The Fair Housing Act (42 U.S.C. 3601- 19), as amended, and the implementing regulations at 24 CFR part 100, which prohibit discrimination in housing on the basis of race, color, religion sex (including gender identity and sexual orientation), disability, familial status, or national origin and will affirmatively further fair housing, will apply.
 4. Title IX of the Education Amendments of 1972, as amended (20 USC §§ 1681 – 1683, and 1685-1686), which prohibits discrimination on the basis of sex.
 5. The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended relating to nondiscrimination on the basis of drug abuse.
 6. The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism.
 7. §§ 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C §§ 290 dd-3 and 290 ee 3), as amended, relating to confidentiality of alcohol and drug abuse patient records.
 8. Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental, or financing of housing.
 9. Any other applicable Federal nondiscrimination requirements, including those listed at 24 CFR §§ 5.105(a) and 5.106 as applicable.
- t) **URA.** The acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (42 U.S.C. 4601) and implementing regulations at 49 CFR part 24 and, as applicable, Section 104(d) of the Housing and Community Development Act of 1974 (42 U.S.C. 5304(d)) and implementing regulations at 24 CFR part 42, subpart A, will apply.
- u) **National Environmental Policy Act.** The environmental requirements of the National Environmental Policy Act (42 U.S.C. 4321 et.seq.) and related Federal authorities prior to the commitment or expenditure of funds for property will apply.
- v) **Plans, supervision, and reports.** Vendor will comply with HUD requirements with regard to the drafting, reviewing and approval of construction plans and specifications. Vendor will provide and maintain competent and adequate engineering supervision at the construction site to ensure that the complete work conforms with the approved plans and specifications and will furnish progressive reports and such other information as may be required by HUD or the State.
- w) **Davis-Bacon Act.** Vendor will comply with the David-Bacon Act, as amended (40 U.S.C. 3141-3148), if required by the federal program legislation, in Construction contracts involving an excess of \$2000, and

subject to any other federal program limitations, all laborers and mechanics must be paid at a rate not less than those determined by the Secretary of Labor to be the prevailing wages. These wage rates are a federally mandated minimum only, and will be superseded by any State or local requirement mandating higher wage rates. Vendor also agrees to comply with Department of Labor Regulations pursuant to the Davis-Bacon Act found in 29 CFR Parts 1, 3, 5 and 7 which enforce statutory labor standards provisions. Wage determinations are available at <https://sam.gov/wage-determinations>.

- x) **Lead Based Paint.** Vendor will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§ 4801 et seq.), which prohibits the use of lead-based paint in construction or rehabilitation of residence structures, and HUD's lead based paint regulations at 24 CFR Part 35.
- y) **Copeland Act.** Vendor will comply, as applicable, with the Copeland Act (40 U.S.C. §§ 276c and 18 U.S.C. §874).
- z) **Environmental.** Vendor will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91- 190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
- aa) **Wild and Scenic Rivers Act of 1968.** Vendor will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
- bb) **Preservation.** Vendor will assist HUD and the State in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
- cc) **Audits.** Vendor will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and 2 CFR Part 200 Subpart F Audit Requirements.

ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR

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

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

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

1. List the location(s) outside the United States where work under this Contract will be performed by the Vendor, any sub-Contractors, employees, or other persons performing work under the Contract:

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

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

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

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

3300 West Esplanade Avenue, Ste. 400, Metairie, LA 70002

210 Delburg Street, Davidson, NC 28036

ATTACHMENT E: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION

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

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

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

a) Is Vendor a Historically Underutilized Business? ☐ Yes ☒ No

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


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

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

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

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

The Vendor, MB3 Inc., DBA Civix, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.


Signature of Vendor's Authorized Official

Angele C. Romig, President
Name and Title of Vendor's Authorized Official

9/2/25
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-III-72020-pdf/open>. If applicable, download and attach the completed form with Vendor's response to this Solicitation.

Not applicable.

ATTACHMENT H: EXPERIENCE

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

Example 1	
Client Name:	
Program:	
Brief Description of Services Rendered:	

Example 2	
Client Name:	
Program:	
Brief Description of Services Rendered:	

Example 3	
Client Name:	
Program:	
Brief Description of Services Rendered:	

OFFER CHECKLIST

Vendors shall be deemed non-responsive and their offer not considered for any one of the following:

- Late Offer
- Failure to submit all required Financial Information (see Section 4.11)
- Failure to sign the offer
- Failure to submit pricing
- Engaging in prohibited communications (see Section 3.2)

Offer Checklist:

1. Signed Offer. Submit the complete RFP, not just the signature page.
2. Signed Addenda, if any.
3. Statement of Qualifications (see Section 2.7), including a title page, table of contents, narrative response, resumes and bios, and examples of prior work (Attachment H).
4. Financial Documentation (see Section 4.11).
5. Attachment A: Task Order Categories. Identify categories for which you are bidding and the corresponding pricing.
6. Attachment D: Location of Workers Utilized by Vendor.
7. Attachment E: HUB Supplemental Vendor Information.
8. Signed Attachment F: Certification for Contracts, Grants, Loans, and Cooperative Agreements.
9. Signed Attachment G, if applicable: Disclosure of Lobbying Activities (OMB Standard Form LLL)
10. Attachment H: Experience.
11. Redacted version of the proposal labeled with the word REDACTED in document name (see Section 2.6).
12. List of Errata and Exceptions, if any (see Section 2.3).

*Please review Section 3.4, Evaluation Criteria, to ensure all criteria have been addressed in your proposal.

This Offer Checklist is provided as a courtesy, but the Vendor is solely responsible for ensuring all requested and required information is submitted.



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:

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

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

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

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

RESPONSE TO QUESTIONS:

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

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

Addendum 1_Staff Augmentation

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

Addendum 1_Staff Augmentation

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

Addendum 1_Staff Augmentation

	Page No: 10		DCR will not be able to determine actual experience. Sample resumes should be identified as such.
19	2.7 Proposal Contents Examples Page No: 10	For the experience requirements outlined in the RFP, can project examples from subcontractors be included in the proposal, or must all examples reflect the direct past performance of the prime contractor?	Project examples from subcontractors may be included and should be identified as such.
20	2.6 Reference: Section RFP Submittal, Page no: 9	Is there a maximum file size limit for electronic proposal submissions through eProcurement Sourcing?	<p>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.</p> <p>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".</p>
21	Offer Checklist Page no: 60	Should the attachments be included within the Technical Proposal?	The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER.
22	Offer Checklist Page no: 60	Should the attachments be submitted as separate files?	The attachments should not be submitted as separate files.
23	4.5 Hub Participation Page no: 16	Is it mandatory for the vendor to meet the 10% HUB participation goal	No. See response to Question #3.
24	No reference citation provided by the Vendor.	Will the vendor's resources be required to work on-site?	Some personnel may be required to work on-site, depending on the task order.
25	No reference citation provided by the Vendor.	Will the vendor's resources be required to work on-site, remotely, or a combination of both?	Depending on the task order, some personnel may be required to work on-site; others will be able to work remotely.
26	5.2.16 Technical Systems Specification & Project Management Page No: 23	Will the vendor be required to provide actual IT development/configuration, or only project management and system specification support?	Only project management system specification support. DCR has issued a separate procurement for a grants management system.

Addendum 1_Staff Augmentation

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

Addendum 1_Staff Augmentation

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

Addendum 1_Staff Augmentation

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

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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.

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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

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		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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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		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

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		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.

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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	<p>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."</p> <p>Question: Please confirm the two candidates per position is only applicable to key staff and not all staff listed to support the project.</p>	See response to Question #14, #18, #43, and #49.
203	4.5 Page 16	<p>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"</p> <p>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.</p>	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

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		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: MB3 Inc., DBA CivixAUTHORIZED SIGNATURE: [Redacted Signature]NAME and TITLE (Print or Typed): Angele C. Romig, PresidentDATE: September 2, 2025