

Contract Award

Contract Number:	Doc1677946894
Contract Description:	Staff Augmentation
Vendor:	Tetra Tech

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 11 – Technical and Engineering Support for Infrastructure and Housing Projects

TASK 12 – Training, Technical Assistance, and Capacity Building

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

TASK 14 – Communication, Public Information, and Outreach Support

TASK 15 – Grant Management

TASK 16 – Technical Systems Specification & Project Management

TASK 17 – Environmental Review

STATE OF NORTH CAROLINA
Division of Community Revitalization (DCR)

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:		
Tetra Tech, Inc.		
STREET ADDRESS:	P.O. BOX:	ZIP:
2301 Lucien Way, Suite 120		32751
CITY & STATE & ZIP:	TELEPHONE NUMBER:	TOLL FREE TEL. NO:
Maitland, FL 32751	407-803-2551	321-441-8500
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR:		FAX NUMBER:
Jonathan Burgiel, Business Unit President		321-441-8501
	DATE:	EMAIL:
	9/10/2025	TDR.Contracts@tetrtech.com

Proposal Number: Doc1677946894

Vendor: Tetra Tech, Inc.

VALIDITY PERIOD

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

ACCEPTANCE OF PROPOSAL

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

FOR STATE USE ONLY: Offer signed by: [Redacted] Contract awarded this 19th day of December, 2025, as indicated on the attached certification, by _____ [Redacted] _____ (Authorized Representative of Department of Commerce).



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): Tetra Tech, Inc.

Authorized Signature: 

Name and Title: Jonathan Burgiel, Business Unit President

Date: 12/05/2025

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)			
CDBG Subject Matter Expert	\$225.00	\$230.00	\$236.00
Single Family Subject Matter Expert	\$195.00	\$200.00	\$206.00
Multi- Family Subject Matter Expert	\$195.00	\$200.00	\$206.00
Economic Development Subject Matter Expert	\$195.00	\$200.00	\$206.00
Infrastructure Subject Matter Expert	\$195.00	\$200.00	\$206.00
PMO Lead	\$185.00	\$190.00	\$195.00
Environmental Review Specialist	\$130.00	\$133.00	\$136.00
Administrative Assistant	\$65.00	\$67.00	\$69.00

TASK 2 – Financial Compliance, Oversight, and Fraud Prevention			
PMO Lead	\$185.00	\$190.00	\$195.00
Financial Specialist	\$115.00	\$118.00	\$121.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 3 – Duplication of Benefits (DOB) Compliance			
PMO Lead	\$185.00	\$190.00	\$195.00
DOB Specialist	\$110.00	\$113.00	\$116.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 4 – Procurement Compliance and Monitoring			
PMO Lead	\$185.00	\$190.00	\$195.00
Procurement Specialist	\$175.00	\$200.00	\$206.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 5 – Claims, Appeals, and Case Reviews			
PMO Lead	\$185.00	\$190.00	\$195.00
Case Manager Lead	\$125.00	\$128.00	\$131.00
Inspection Specialist	\$110.00	\$113.00	\$116.00
Case Manager	\$85.00	\$88.00	\$90.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 6 – Action Plan Development and Amendments			
PMO Lead	\$185.00	\$190.00	\$195.00
Action Plan Specialist	\$175.00	\$180.00	\$185.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support			
Planning Senior SME	\$195.00	\$200.00	\$206.00
PMO Lead	\$185.00	\$190.00	\$195.00
Planning Senior Project Manager	\$170.00	\$175.00	\$180.00
GIS Analyst	\$95.00	\$97.00	\$100.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 8 – Program Performance Monitoring and Evaluation			
PMO Lead	\$185.00	\$190.00	\$195.00
Reporting Manager	\$155.00	\$160.00	\$164.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation			
PMO Lead	\$185.00	\$190.00	\$195.00
Labor Standards Officer	\$125.00	\$128.00	\$130.00
Grant Manager	\$150.00	\$154.00	\$158.00
Historic Preservation Officer	\$130.00	\$133.00	\$136.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 10 – Audit Readiness and Monitoring Support			
PMO Lead	\$185.00	\$190.00	\$195.00
Compliance Specialist	\$140.00	\$145.00	\$150.00
Environmental Review Specialist	\$130.00	\$133.00	\$136.00
Administrative Assistant	\$65.00	\$67.00	\$69.00

TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects			
Engineering and Feasibility Specialist	\$200.00	\$206.00	\$212.00
PMO Lead	\$185.00	\$190.00	\$195.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 12 – Training, Technical Assistance, and Capacity Building			
CDBG Subject Matter Expert	\$225.00	\$230.00	\$236.00
PMO Lead	\$185.00	\$190.00	\$195.00
Environmental Review Specialist	\$130.00	\$133.00	\$136.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support			
PMO Lead	\$185.00	\$190.00	\$195.00
URA Specialist	\$109.00	\$112.00	\$115.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 14 – Communication, Public Information, and Outreach Support			
PMO Lead	\$185.00	\$190.00	\$195.00
Outreach Specialist	\$135.00	\$140.00	\$145.00
Outreach and Engagement Lead	\$175.00	\$180.00	\$185.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 15 – Grant Management			
PMO Lead	\$185.00	\$190.00	\$195.00
Grant Manager	\$150.00	\$154.00	\$158.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 16 – Technical Systems Specification & Project Management			
PMO Lead	\$185.00	\$190.00	\$195.00
SOR Requirements Analyst	\$160.00	\$150.00	\$155.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 17 – Environmental Review*	UNIT COST	UNIT COST	UNIT COST
Initial Environmental Review:			
Exempt	\$275.00	\$285.00	\$295.00
Categorically Excluded Not Subject to §58.5	\$275.00	\$285.00	\$295.00
Categorically Excluded Subject to §58.5	\$895.00	\$920.00	\$945.00
Environmental Assessment	\$10,495.00	\$10,800.00	\$11,100.00
Environmental Impact Statements	\$15,000.00	\$15,450.00	\$15,915.00
Reevaluation Environmental Review:			
Exempt	\$150.00	\$155.00	\$160.00
Categorically Excluded Not Subject to §58.5	\$175.00	\$180.00	\$185.00
Categorically Excluded Subject to §58.5	\$890.00	\$900.00	\$925.00
Environmental Assessment	\$1,100.00	\$1,130.00	\$1,160.00
Environmental Impact Statements	\$7,500.00	\$7,725.00	\$7,955.00

*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



**State of North Carolina Department of Commerce
Division of Community Revitalization**

CDBG-DR Expert Administrative Support

REDACTED

Doc1677946894

September 2025



TETRA TECH

An aerial photograph of a flooded industrial or residential area. A river or stream has溢出 (over溢出) its banks, flooding surrounding roads, fields, and buildings. A bridge is visible in the lower right, and industrial buildings are scattered throughout the flooded landscape.

Tab 1

Title Page

1. Title Page



SUBMITTED BY

Tetra Tech, Inc.
4000 Sancar Way, Ste. 200
Research Triangle Park, NC 27709
919-485-8278



AUTHORIZED SIGNATORY

Mr. Jonathan Burgiel
Business Unit President

TECHNICAL REPRESENTATIVE:

Robby Bizot
Senior Director, CDBG-DR Program
Management
(225) 571-4430
Robby.BizotIV@tetratech.com

CONTRACTUAL REPRESENTATIVE:

Ms. Betty Kamara
Sr. Contracts Administrator
(407) 803-2551
TDR.contracts@tetratech.com



RFP NUMBER

Doc1677946894



NO CONFLICT

Tetra Tech is not aware of any actual or potential conflicts of interest involving Tetra Tech or its key personnel.

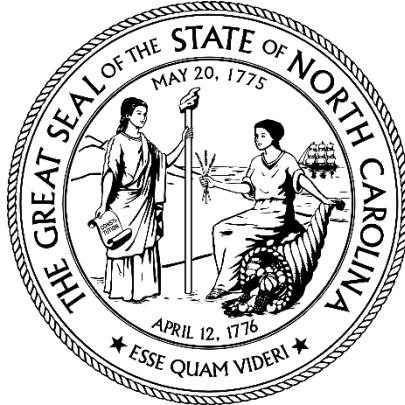


TETRA TECH



Tab 2

**Signed Execution
Pages and Signed
Addenda**



**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**

Completed form provided in the Appendix.

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.

Completed form provided in the Appendix.

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 of 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 Disabilities 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 YES NO **performing services under the Contract outside of the United States**

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:

Completed form provided in the Appendix.

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

Completed form provided in the Appendix.

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

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

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

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

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

Signature of Vendor's Authorized Official

Completed form provided in the Appendix.

Name and Title of Vendor's Authorized Official

Date

ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES

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

Completed form provided in the Appendix.

Completed form has been provided in the Appendix.

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.



BID ADDENDUM

August 26, 2025

FAILURE TO RETURN THIS ADDENDUM MAY SUBJECT YOUR BID TO REJECTION

Solicitation Number	Doc1677946894
Solicitation Description	Staff Augmentation
Addendum Number	1

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

CHANGE TO SOLICITATION:

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

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

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

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

RESPONSE TO QUESTIONS:

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

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

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

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

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

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

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

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

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

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

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

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

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

87	No reference citation provided by the Vendor.	How many positions were used in the previous contract (approximate)?	See response to Question #83.
88	No reference citation provided by the Vendor.	How many positions will be required per year or throughout the contract term?	This information is not known. Per RFP Section 5.1 GENERAL, <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)

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

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

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

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

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

128	2.3 Notice to Vendors Regarding RFP Terms and Conditions Page 7	Is there a preferred format for submitting exceptions or redlines in the “Errata and Exceptions” section, i.e., does the State prefer redlines or a statement describing the changes vendor would seek to negotiate upon award?	The State prefers a statement describing the changes vendor would seek to negotiate. The State is not required to consider any proposed modifications and may choose not to negotiate T&Cs.
129	3.4 Evaluation Criteria Page 13	Please confirm the presence of exceptions or redlines to the RFP Terms and Conditions will not impact proposal scoring under the Firm Qualifications or Methodology criteria.	Exceptions or redlines to the T&Cs will not impact scoring; however, the State is not required to consider any proposed modifications and may choose not to negotiate T&Cs.
130	Attachment C, Section 2(b), Default and Termination Page 38	Can the State please define the term “CONTRACTOR” as used in this section? Will the State consider adding this term to its definitions under RFP Section 2.8?	A contractor is a business or entity that agrees to perform work under terms of a contract. DCR will add this term to its definitions under RFP Section 2.8.
131	Attachment C, Section 2(b), Default and Termination Page 38	Please confirm that section 2(b) within Attachment C does not apply to the staff augmentation vendor.	See replacement language at the beginning of this Addendum.
132	Attachment C, Section 2(b), Default and Termination Page 38	Please confirm that delays beyond vendor’s control (e.g., force majeure, state or grantee actions, and delays by the State other third parties, etc.,) will not trigger liquidated damages.	See clarification at the top of this Addendum regarding 2(b).
133	Attachment B, Section VI, Bid Submission, 23. Valid Taxpayer Information Page 35	Can the State please provide a working link to the Substitute W- 9 and Instructions?	https://www.osbm.nc.gov/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.

		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.

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.

		responding, will be submitted, correct?	
146	4.8 Vendor's Representations Page 16	Please confirm whether the selected vendor will be classified as a contractor rather than a subrecipient?	The selected vendor will be classified as a contractor.
147	5.1 General (Scope of Work) Page 18	Please confirm whether these tasks pertain to full-team capabilities rather than being specific to any one vendor?	If this question is referring to partners and subcontractors, then the tasks pertain to full-team capabilities (including partners and subcontractors).
148	5.1 General (Scope of Work) Page 18	For tasks similar to previous DCR CDBG-DR RFPs, does DCR expect to engage vendors for expanded scopes of work not previously contemplated, or only in the event of identified limitations with selected vendor for those RFPs?	DCR recognizes that either of these is possible – unanticipated work as well as limitations with another selected vendor. DCR will distribute tasks among vendors depending on its need and the vendors' qualifications and experience.
149	5.2 Tasks/Deliverables Page 19	Would selected vendor(s) for the below tasks assist work in conjunction or in the alternative potentially to vendor(s) selected to perform the Scope of Work envisioned in RFP# DPC-646236801-MT? <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.

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

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

		<p>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?</p>	
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>	<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.</p>
164	4.11 FINANCIAL INFORMATION Page 17	<p>Can submit financial statements directly instead of including in the response, to avoid any unintentional disclosure given the highly confidential nature of the information?</p>	<p>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.</p>
165	5.1 General Page 18	<p>Does the State have an estimate of how many staff will be activated for this contract?</p>	<p>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>"</p>

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

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

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

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

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

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

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

Execute Addendum:

VENDOR: Tetra Tech, Inc.

AUTHORIZED SIGNATURE: 

NAME and TITLE (Print or Typed): Jonathan Burgiel, Business Unit President

DATE: 9/10/2025



TETRA TECH

Tab 3

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TETRA TECH

Tab 4

**Narrative Response:
Vendor Qualifications and
Approach**

Brief History

Founded in 1966, Tetra Tech, Inc. (Tetra Tech) is an environmental engineering and technical services firm whose 30,000 employees innovate solutions to complex problems focused on water, environment, energy, infrastructure, and natural resources. Tetra Tech became a publicly traded company (NASDAQ-TTEK) in 1991 and now generates annual revenues of more than \$5 billion. Each year, Tetra Tech earns top rankings from industry trade journal Engineering News-Record and is ranked #1 for the 20th year in a row.

14 Years Supporting Recovery in North Carolina

Tetra Tech personnel have supported clients throughout North Carolina since 2011, performing more than 40 disaster debris, grant management, and emergency preparedness projects.

Tetra Tech has assisted clients in 43 counties and delivered services under 7 declared disaster events, supporting as many as 16 clients for a single disaster. The Tetra Tech team has implemented climate resilience strategies, provided financial oversight for billions in recovery funding, and more. Our team brings unmatched strength in program delivery, resilience planning, and federal compliance, backed by national expertise and trusted local presence.

3
Local Offices

560+
Local Staff

45
Local Clients

RECENT LOCAL WORK SAMPLES

HELENE RESPONSE AND RECOVERY

Following Tropical Storm Helene, Buncombe County engaged Tetra Tech to provide task-order based recovery support, including debris management, permitting, housing recovery, and community navigation. Our 80+ member team mobilized rapidly, delivered equity-focused outreach, connected survivors with critical resources, and built trust through local partnerships, strengthening recovery operations across housing, infrastructure, and public services.

RESILIENCE PLANNING & CLIMATE ADAPTATION

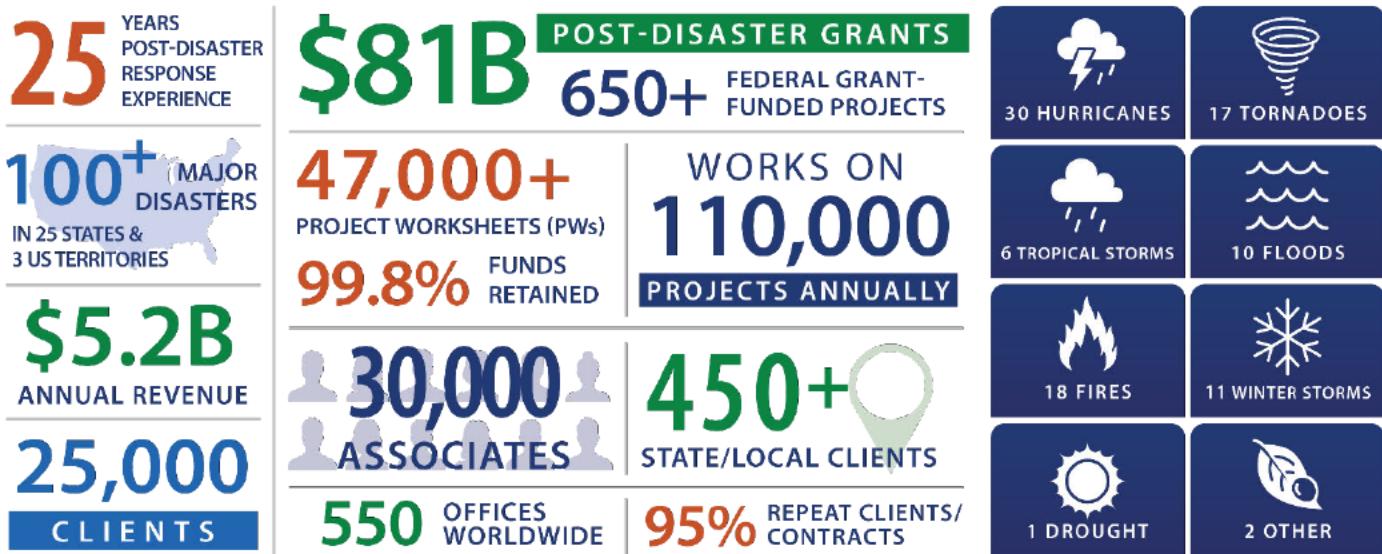
Asheville-based FernLeaf supported the development of the City's Municipal Climate Action Plan (MCAP) adopted in March 2023. FernLeaf also helped deliver North Carolina's first Statewide Climate Risk Assessment and Resilience Plan, and works regionally with Land of Sky and Southwestern Commission COGs to guide infrastructure investment using its AccelAdapt platform.

NCORR REGIONAL RESILIENCE PORTFOLIOS

Tetra Tech developed a series of Regional Resilience Portfolios for the North Carolina Office of Recovery and Resiliency (NCORR). The Regional Resilience Portfolio program provides direct technical assistance to NC communities to manage growing risks from climate change and natural hazards.

Relevant Experience with HUD-Funded Programs

Tetra Tech has experience managing real disasters on all levels and has been involved in recovery efforts for nearly every major emergency response in the United States within the past 25 years. This real-world understanding of disaster response and recovery is incorporated into our approach, resulting in grant management that helps our clients secure a safer and more resilient future for their community. Our 100+ activations have yielded grant program management engagements resulting in **clients garnering and retaining 99.8 percent of the funds received**. We work with state and local governments to navigate federally funded programs and are committed to advocating for and providing the best service to our clients.



We have helped hundreds of clients administer the following grant programs:

- HUD CDBG-Disaster Recovery (DR)
- HUD CDBG-Mitigation (MIT)
- HUD CDBG-CARES Act (CV)
- HUD HOME Investment Partnerships Program (HOME)-American Rescue Plan (ARP)
- U.S. Treasury Emergency Rental Assistance (ERA)
- Coronavirus Relief Fund (CRF)
- Coronavirus Aid, Relief, and Economic Security (CARES) Act
- COVID-PA
- American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF)
- FEMA Public Assistance (PA) Program FEMA Hazard Mitigation Grant Program (HMGP) (Section 404 mitigation)
- FEMA Flood Mitigation Assistance Program (FMA)
- Pre-Disaster Mitigation (PDM)
- Federal Highway Administration (FHWA) Emergency Relief (ER) Program
- FHWA Transportation Investment Generating Economic Recovery Grant
- Provider Relief Fund (HHS)
- Natural Resources Conservation Service (NRCS) Emergency Watershed Protection

Across these grant programs, our areas of support have included:

- Program Planning and Development
- System Development and Design
- Program Implementation
- Needs Assessments
- Damage Assessments/Site Visits/Inspections
- Environmental Reviews
- Eligibility Review & Case Management
- Construction Management
- Program Financial Tracking & Documentation
- Quality Control and Monitoring
- Documentation and Reporting Architecture and Civil Engineering
- Geotechnical and Structural Engineering
- Mechanical/Electrical/Plumbing
- Water/Wastewater Design/Build
- Project Cost Reconciliation
- Funding Disbursement
- Grant Closeout

We leverage our industry-leading operating procedures, talented and specialized staff, and community relationships to help our clients administer compliant and effective federally funded programs. **We have supported our clients through the reimbursement of more than \$81 billion in federal funds, including FEMA, HUD, FHWA, and other federally funded grant programs.**

Experience with CDBG-DR Programs

Our team has supported clients like the Florida Department of Commerce; Volusia County, FL; Monroe County, FL; U.S. Virgin Islands Housing Finance Authority; the Puerto Rico Department of Housing; and Harris County, TX; on successful, large-scale CDBG programs and projects. In each CDBG-DR or CDBG-MIT project, Tetra Tech has provided the staff necessary to complete our client's desired scope of work. We have a comprehensive team of project managers, case managers, engineers, financial managers, budgeters, environmental reviewers, and construction managers to ensure that each project will be completed on time, within budget, and in compliance with the local state and federal laws and requirements of the CDBG funding for each project.

What sets us apart is not just our past accomplishments, but the way we approach our work. We see our experience as a valuable and ever-evolving resource, with each program being an opportunity to learn, adapt, and grow. Our goal is to provide efficient and compliant services while staying attuned to the needs of those we assist.

Throughout the course of the hundreds of grant management and disaster recovery projects that our staff has administered for state and local governments across the U.S., our team has developed a deep understanding of the HUD organization and other regulatory agencies' policies and procedures. This includes the provision of support and technical assistance to CDBG awardees from Action Plan development through to the final programmatic close-out. Senior team members also have significant CDBG experience, having as much as 30 years of experience in managing HUD CDBG funds for a variety of funding recipients through HUD's State and Entitlement programs. Our team also includes former federal executives, such as former HUD Regional Disaster/COOP Coordinator Henry Comas. Tetra Tech has provided CDBG-DR/MIT support services for:

- New York Governor's Office of Storm Recovery (Hurricane)
- Hawaii County, Hawaii (Kilauea volcano)
- Dougherty County, GA (Tornadoes)
- St. Johns County, FL (Hurricane)
- Monroe County, FL (Hurricane)
- City of Marathon, FL (Hurricane)
- Lexington County, SC (Hurricane)
- Richland County, SC (Hurricane/Flooding)
- Boulder County, CO (Landslides)
- Dauphin County, PA (Hurricane/Flooding)
- Puerto Rico (Hurricane/Earthquake)
- U.S. Virgin Islands (Hurricane)
- Harris County, TX (Hurricane)

Tetra Tech is familiar with all aspects of CDBG-DR/MIT program management and implementation including:

- Action Plan development and amendments
- Conducting unmet needs analysis
- Policy and procedure development and revisions
- Public outreach and engagement
- Data collection and analysis
- Project identification, eligibility review and prioritization
- Case management
- Procurement
- Davis-Bacon labor compliance
- Environmental review
- Duplication of Benefits (DOB)
- URA and Relocation
- DRGR management and reporting
- Monitoring/audit support
- Fair housing
- Program close-out
- Section 3

Tetra Tech has provided an experience matrix reflecting our team's recent project experience on the following pages.

CLIENT	GRANT PROGRAM	FUNDING AMOUNT	PROJECT START	SITE VISITS / INSPECTIONS	Service Offerings						
					GRANT / PROGRAM MGMT	DATA MGMT & RECONCILIATION	QUALITY CONTROL & MONITORING	SUBRECIPIENT SUPPORT & MONITORING	CLOSEOUT/AUDIT SUPPORT	ELIGIBILITY REVIEW/CASE MGMT	ENVIRONMENTAL REVIEWS
New York Housing Trust Fund Corporation *	CDBG-DR	\$1M-\$5M	2024	■	■	■	■	■	■	■	
Fort Myers, FL	CDBG-DR	TBD	2023		■						
Philadelphia, PA	CDBG-DR	\$163,000,000	2023		■						
Nashville-Davidson County, TN	CDBG-DR	\$8,158,000	2023								
City of Houston, TX*	CDBG-DR	\$1,000,000	2023		■	■	■		■	■	
U.S. Virgin Islands Housing Finance Authority	CDBG-DR	\$67,653,000	2022								
PRDOH R3 Housing Program	CDBG-DR	\$400,000,000	2022	■	■		■	■	■	■	■
PRDOH CEWRI-CI	CDBG-DR	\$74,000,000	2022		■	■	■			■	
Lexington County, SC	HOME ARP		2022		■		■			■	■
City of League City, TX*	CDBG-DR	\$6,900,000	2022	■	■	■	■	■	■	■	
PRDOH City Revitalization Program	CDBG-DR	\$300,000,000	2021	■	■	■	■	■	■	■	■
Richland County, SC	ERAP	\$45,000,000	2021		■	■	■		■	■	
Charleston County, SC	ERAP	\$32,200,000	2021		■	■	■		■	■	
Winston-Salem/Forsyth County, NC	ERAP	\$20,600,000	2021		■	■	■			■	
Greenville County, SC	ERAP	\$15,800,000	2021		■	■	■			■	
Lexington County, SC	CDBG-MIT	\$15,000,000	2021		■	■	■			■	
Monroe County, FL	CDBG-DR	\$15,000,000	2021	■	■	■	■		■	■	

CLIENT	GRANT PROGRAM	FUNDING AMOUNT	PROJECT START	SITE VISITS / INSPECTIONS	GRANT / PROGRAM MGMT	DATA MGMT & RECONCILIATION	QUALITY CONTROL & MONITORING	SUBRECIPIENT SUPPORT & MONITORING	CLOSEOUT/AUDIT SUPPORT	ELIGIBILITY REVIEW/CASE MGMT	ENVIRONMENTAL REVIEWS	CONSTRUCTION MANAGEMENT
Maryland, State of	HAF	\$190,000,000	2021	■	■	■	■	■	■	■	■	
PRDOH R3 Environmental	CDBG-DR	\$3,300,000,000	2021	■	■	■	■	■	■	■	■	
U.S. Virgin Islands Housing Finance Authority	CDBG-MIT	\$777,000,000	2020	■	■	■	■	■	■	■	■	
Harris County, TX	CDBG-DR	\$1,200,000,000	2019	■	■	■	■	■	■	■	■	■
NCORR*	CDBG-DR	\$980,000,000	2019	■	■	■	■	■	■	■	■	
Texas GLO*	CDBG-DR & CDBG-MIT	\$500,000,000	2019	■	■	■	■	■	■	■	■	
Florida, State of – Department of Economic Opportunity	CDBG-DR	\$616,000,000	2018	■					■		■	
Louisiana, State of – Office of Community Development	CDBG-DR	\$1,600,000,000	2017								■	
Lexington County, SC	CDBG-DR	\$27,000,000	2016	■	■	■	■	■	■			■

*Indicates subcontractor project.

CDBG-DR Implementation Expertise

\$11 billion of HUD funding managed

Our team members have decades of experience working within HUD's CDBG-DR program eligibility framework and have successfully leveraged public funds for our clients. We work with jurisdictions to develop action plans, complete applications, and identify, evaluate, and prioritize recovery projects, ensuring eligibility with HUD requirements. The Tetra Tech team has worked with dozens of communities across the nation to ensure that recovery planning efforts are launched and implemented with long-term sustainability, risk reduction and elimination, and community economic and safety resiliency in mind.

From Hurricane Sandy to Hurricane Ian, along with countless other disasters across the U.S. and territories, our team of experts has supported recovery efforts throughout the country.

Representative Projects

Client	Funding Amount	Site Visits/ Inspections	Data Management/ Software	Quality Control & Monitoring	Closeout/Audit Support	Planning/Needs Assessment	Eligibility Review/Case Management	Environmental Reviews
PRDOH R3 Program	\$2.9 B	■	■	■	■	■	■	■
PRDOH City Rev Program	\$300 M	■	■	■	■	■	■	■
PRDOH CEWRI-CI	\$50 M	■	■	■	■	■	■	■
PRDOH MAPS	\$10 M		■	■	■	■		
Collier County, FL	\$6 M					■		■
New Jersey DCA	\$228 M	■						■
Nashville-Davidson County, TN	\$9 M					■		
Lexington County, SC	\$17 M	■	■	■	■	■	■	■
U.S. Virgin Islands	\$1.5 B		■	■		■		
Harris County, TX	\$1.2 B	■	■	■	■		■	■
Florida DEO (Subcontractor)	\$809 M	■		■				
State of Texas GLO (Subcontractor)	\$473 M	■		■				■



Action Plan Alignment

Annual action plans guide the actions and activities to be carried out each year to address each jurisdiction's priority needs and goals. Along with carefully aligning our project activities with these goals, we have also helped multiple clients develop their action plans, such as Sarasota County, FL and Nashville-Davidson County, TN.



Whole Community Recovery

Tetra Tech engages local partners to help expand the impact of programming with equitable access for disproportionately impacted communities. We have helped our clients leverage HUD funding to reach communities from rural Puerto Rico to urban Philadelphia.



Hyperlocal Focus

We have helped dozens of clients administer HUD programs at the local level. We focus on engaging local partners from outreach to closeout to help build local capacity and return positive local impact through both program activities and project outputs.



Long-term Solutions

Tetra Tech helps our clients design and deliver solutions that last. From resilient infrastructure to reducing repetitive losses, we help leverage HUD funding to shape long-term approaches to mitigate the immediate and future impacts of disasters.

Subcontractors

MPACT



MPACT Strategic Consulting LLC (MPACT) is registered to do business in the state of North Carolina and is a North Carolina certified Minority Business Enterprise (MBE), Disadvantaged Business Enterprise (DBE), and Historically Underutilized Business (HUB). Established in 2007, MPACT is in its 18th year of providing services to communities across the country. MPACT specializes in disaster recovery program development, implementation, and administration under the Stafford Disaster Relief and Emergency Assistance Act for programs including but not limited to, Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR), Community Development Block Grant Mitigation (CDBG-MIT), Community Development Block Grant CARES Act (CDBG-CV), and the Emergency Rental Assistance Program (ERA). MPACT is also accomplished in providing outreach, Section 3, damage assessments, environmental reviews, duplication of benefits, and closeout services.

MPACT staff have more than 35 years of managing the largest CDBG-DR programs in the country. Our team members are experts in CDBG housing and eligibility requirements. We provide leadership in Program Management and Design, Emergency Preparedness, Disaster Response, Recovery and Rebuilding, Grant Administration, Policy Development & Regulatory Support, Fiscal Management, Training, Vendor Management, and Compliance & Monitoring Services. Our CDBG expertise includes numerous projects throughout the country, particularly in the states of North Carolina, Texas, New York, New Jersey, Louisiana, and the Commonwealth of Puerto Rico in response to large-scale disaster events. MPACT is known for delivering case managers in affected communities. The firm has recruited hundreds of case managers nationwide for federal and state programs for the U.S. Department of Agriculture, the Housing and Human Services Department, and CDBG programs.

Compass Group



Compass was formed in 1997 by its current principals, Charlie Wilkins and [Anker Heegaard](#). Compass has always been a small business in which the key principals provide direct advisory services to our clients. Over more than two decades, our primary clients have been state and local governments, federal agencies, and non-profit foundations and intermediaries.

Compass' core competencies are affordable housing finance, asset management, and public policy. We have specialized expertise in the design of funding mechanisms, green building issues, multifamily data, federal housing programs and their regulatory requirements, and disaster recovery issues. Compass brings a unique perspective: a balanced understanding of financial, operational and public policy considerations that drive affordable housing, and of the ways they interact.

Key aspects of Compass' work include:

- **Sustainable housing** – Compass has been central to the financial sustainability issue in affordable-multifamily housing. We have been the source of key intellectual content around how to structure affordable rental housing for long term viability.
- **Program Design and implementation** – Compass has best-of-class experience in helping government clients to design and implement affordable rental housing production and preservation programs.
- **Disaster Recovery** – Compass has been integrally involved, working with the States of Mississippi and Louisiana, in disaster recovery housing issues and programs.

- **Green Housing** – As key advisors to HUD on the Green Retrofit Program Compass has significant experience helping clients design and retrofit Green building dynamics into affordable-multifamily housing programs and economics.

Compass has an extensive list of current and past clients, including: hurricane recovery support to the States of Louisiana and Mississippi; program design and implementation support to the U.S. Departments of Housing and Urban Development (including the offices of Community Planning and Development, Recapitalization (Mark-to-Market and RAD), the Office of the Chief Financial Officer, and Public and Indian Housing) and Agriculture (Rural Development); policy support to the Millennial Housing Commission; research and analysis for the John D. and Catherine T. MacArthur Foundation; program support to NeighborWorks America, and StrengthMatters – a consortium representing non-profit housing developers; and work throughout the United States for clients committed to the success of affordable housing.

FernLeaf

Founded in 2014 in Asheville, NC, Fernleaf is a resilience planning firm dedicated to helping communities build resilience through accessible, data-informed, and community-centered insights. Leveraging our in-house developed software, AccelAdapt, we support decision-makers with advanced analytics to enhance infrastructure resilience and inform strategic planning.



As an industry leader in vulnerability assessments for local, regional, and state governments, we integrate trusted data with hands-on planning support to help communities identify vulnerabilities and implement targeted solutions. Our work not only informs local adaptation efforts but also shapes policies that drive resilience at multiple levels of governance. By translating complex data into actionable strategies, we help communities develop policies that support inclusive adaptation, enhance infrastructure resilience, and strengthen long-term community resilience. Our approach is grounded in the nationally recognized Steps to Resilience framework, ensuring that each plan is both actionable and tailored to local context. We help communities identify their most critical assets, assess vulnerabilities and risks, and develop strategies that align with community goals, operational budgets, and funding opportunities, such as FEMA's Building Resilient Infrastructure and Communities (BRIC) Program.

Fernleaf has worked at all levels of government ranging from statewide assessments to municipal level vulnerability and risk assessments. **Fernleaf assisted the State of North Carolina in developing the state's first-ever North Carolina Climate Risk Assessment and Resilience Plan.** We have delivered resilience decision support services to regional governments across North Carolina, including the Land of Sky Regional Council and the Southwestern Commission Council of Governments, as well as local governments such as the City of Asheville, Buncombe County, and Henderson County.

For the City of Asheville, Fernleaf supported the Municipal Climate Action Plan, which was adopted in March 2023. The plan focused on actions that mitigate or adapt to climate change for city operations. The development of the MCAP was led by the Sustainability Department in collaboration with multiple City departments and the City's Sustainability Advisory Committee on Energy and the Environment (SACEE).

Experience with Relevant Policies and Requirements

Tetra Tech has extensive experience navigating the regulatory and compliance requirements that govern CDBG programs. Our team is well-versed in HUD's CDBG regulations, 2 CFR 200 Uniform Guidance, and cross-cutting federal requirements including environmental review, procurement, and fair housing and equal opportunity standards. We have successfully supported state and local clients in designing and implementing CDBG and

CDBG-Disaster Recovery programs that meet all federal requirements while maintaining transparency, accountability, and timely delivery of funds to impacted communities.

We stay at the forefront of the ever-evolving regulatory landscape, encompassing vital documents such as the HUD 2022 disasters Federal Register, FR-6512-N-01, which was posted on January 16, 2025, as well as the latest CDBG-DR Duplication of Benefits requirements, previous CDBG-DR notices, waivers, and crucial regulations found at 2 C.F.R. 200 and 24 C.F.R. Part 58.

Most importantly the governing document for the State's allocation, HUD's Universal Notice FR-6489-N-01. Our commitment extends beyond merely reading and interpreting these regulations; we continually analyze their evolution, context, and potential for flexibility. **As the State's strategic partner, we will provide expert guidance in interpreting the Universal Notice to maximize the use of available waivers, ultimately contributing to a cohesive, well-designed, and streamlined program policy framework.**

Tetra Tech has supported dozens of jurisdictions in applying and complying with federal regulations that govern HUD-funded disaster recovery programs. Our staff have experience interpreting and implementing requirements under 2 CFR Part 200, 24 CFR Part 58, URA, and applicable Federal Register Notices, including post-disaster guidance for both infrastructure and housing programs. Across multiple CDBG-DR and CDBG-MIT engagements, we've helped clients build compliant workflows, train local teams, and manage risk from startup through closeout.

2 CFR Part 200 (Uniform Administrative Requirements)

We apply these standards across procurement, cost reasonableness, financial controls, and contract oversight. We've guided clients through both pre-award and post-award audits, and routinely help set up compliant systems for reimbursement, indirect costs, and timekeeping.

Davis-Bacon and Related Acts (DBRA)

We support construction and infrastructure projects by reviewing wage determinations, certified payrolls, on-site interviews, and documentation of labor standards compliance.

Federal Register Notices

Our staff stay current on the evolving Universal Notice policy guidance published for this allocation's notice. We crosswalk program rules against FR-6489-N-01 to ensure activities are eligible, expenditures are tracked properly, and program changes are documented as required.

Federal Grant Policy Group

Tetra Tech maintains a Grant Policy Group composed of subject matter experts within our organization focused on reviewing and analyzing federal funding passed to state, tribal, and local governments through new and existing programs. We employ a cadre of federal, state, and local grants specialists with vast experience across multiple agencies and areas of expertise.

24 CFR Part 58 (Environmental Review Procedures)

Our environmental specialists manage everything from Tier 1/Tier 2 reviews to agency consultations, Eight-Step processes, and HEROS record completion, with compliance checkpoints tailored to housing, infrastructure, and planning projects.

URA and Section 104(d)

We've developed relocation plans, advised on project eligibility, and supported grantees through temporary and permanent displacement procedures – all while ensuring coordination with environmental review and project timelines.

System of Record + DRGR Reporting

Our reporting analysts are fluent in HUD's DRGR system and build data entry protocols, budget reconciliation processes, and performance reporting that are fully aligned with federal expectations.

Years of Experience in the Business

Founded in 1966, Tetra Tech has provided consulting services to clients around the country for 59 years. Tetra Tech has provided disaster response and recovery services for more than 25 years, and members of our team have more than 35 years of experience managing CDBG-DR programs.

Additional Firm Qualifications

Conformity with Specifications and Minimum Requirements

Tetra Tech has confirmed with the specifications of this procurement and reaffirms its ability to meet the State's requirements.

Financial Stability and Solvency

Our size, diversity, and financial stability give us the capacity to undertake and successfully complete projects of all sizes and complexities with no financial risk to our clients. Tetra Tech has nearly \$1 billion of liquidity available, allowing us to meet contractual obligations for disaster response operations regardless of funding flows or payment processing during large disasters. We have proven this in management of more than \$81 billion in federal funding across our more than 650 activations in response to over 100 declared disasters.

Our record of performance reflects a well-managed, growing, successful, and financially strong and stable company. In an era marked by significant economic upheaval, Tetra Tech has been able to sustain fiscal discipline, maintain a stable and diverse contract and client base, and provide high-quality, cost-effective services.

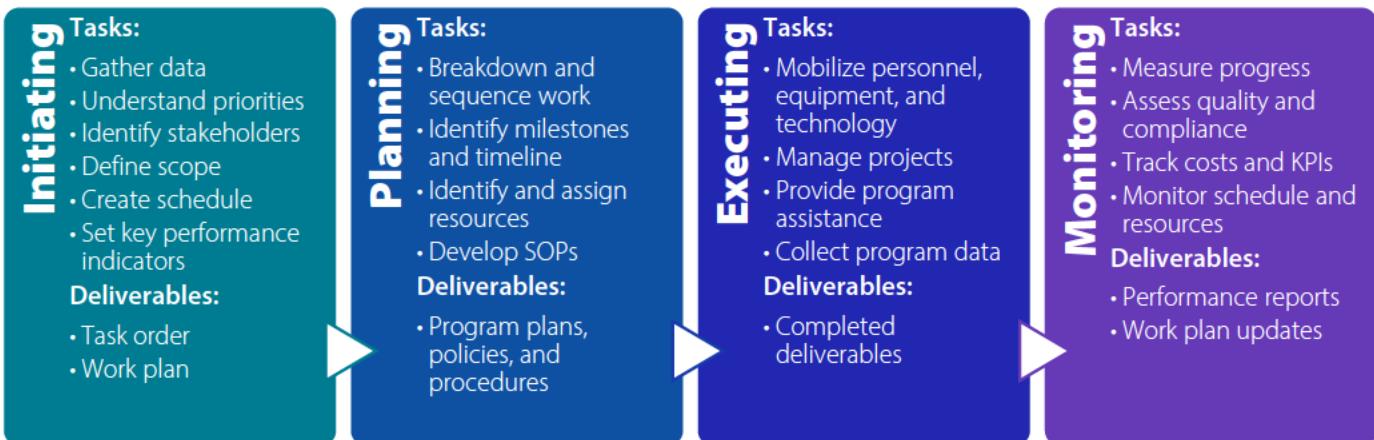
Tetra Tech currently boasts annual revenues of \$5.2 billion and employs 30,000 personnel in 550 offices worldwide. We ended the year with an all-time-high backlog of \$5.38 billion, up 12% from last year. While it was an exceptional year for orders, we finished the year with \$25 billion in contract capacity and more than 25,000 clients. Our strong, broad-based backlog provides us with extraordinary visibility and momentum. Tetra Tech's Annual Report detailing all our services and financial disclosures is available electronically at our website. With a Dun & Bradstreet rating of 5A2, our success is attributed to a strong work ethic combined with exceptional project management and in-house expertise.

Ability and Capacity to Perform the Work

Tetra Tech brings the staffing depth, technical expertise, and proven systems needed to manage CDBG-funded programs efficiently and in compliance with HUD and federal requirements. Our nationwide cadre of grant specialists, program managers, and technical experts allows us to rapidly scale to meet client needs while maintaining continuity and quality of service. We leverage established program management tools, financial controls, and compliance protocols to ensure timely delivery, accurate reporting, and seamless coordination with local partners.

Approach to Fulfilling Task Orders

Our program management approach is structured around a clear and proven project lifecycle: Initiating, Planning, Executing, and Monitoring. This model brings order, visibility, and accountability to a complex and multi-year recovery effort, while giving the State full transparency and control throughout every stage. We don't just show up with structure – we help the State build one that works for them, backed by hands-on guidance, real-time insight, and a culture of continuous improvement.



Initiating

During the initiating phase, our focus is on aligning fully with the State's vision, structure, and goals. This includes meeting with State leadership and HUD TA partners to review program priorities, confirm expectations, and define scope. We'll gather available data, review existing policy frameworks, and begin building the early infrastructure needed to support delivery.

Key Tasks

- Gather and validate program data
- Confirm State priorities and desired outcomes
- Identify key stakeholders and points of contact
- Define program scope and performance indicators
- Establish initial project calendar

Deliverables

- Task Order Work Plan
- Initial KPI framework
- Stakeholder communications map

Planning

Once priorities and structure are confirmed, we move quickly into a collaborative planning phase. We work alongside State staff to develop and finalize program plans, policies, and procedures, including subrecipient management guidance, environmental review workflows, and cross-departmental coordination strategies. SOPs are co-developed or adapted based on the State's existing policy foundation.

Key Tasks

- Sequence and map out major program activities
- Develop or refine SOPs across all program areas
- Identify milestones, resource needs, and delivery timelines
- Assign roles and responsibilities across joint State-Tetra Tech teams
- Finalize technology integration plan (SOR, reporting, DRGR, etc.)

Deliverables

- Program Management Plan
- SOP library aligned with Action Plan goals
- Risk register and issue escalation protocol

Executing

With plans in place, we begin execution: mobilizing personnel, launching programs, managing vendor relationships, and coordinating with HUD. Our team will embed side-by-side with State staff to keep implementation grounded and responsive, while protecting compliance from day one.

Key Tasks	Deliverables
<ul style="list-style-type: none">Mobilize local and specialized staff as scopedInitiate intake, eligibility, construction oversight, or environmental reviews (as relevant)Track and report progress through dashboards and check-insCoordinate public-facing efforts and partner relationshipsProvide hands-on support to State staff in real time	<ul style="list-style-type: none">Case movement dashboardsDraw request logsDocumented program outputs

Monitoring

Our work doesn't stop at implementation – we're committed to ensuring performance stays strong throughout the program. We monitor key performance indicators (KPIs), track compliance and quality control, and continuously identify opportunities to streamline operations and improve outcomes.

Key Tasks	Deliverables
<ul style="list-style-type: none">Track progress toward KPIs and milestone deliveryConduct file reviews and QC checksMonitor SOP adherence and adjust as neededProvide monthly reporting with executive summaries and corrective actionsSupport HUD monitoring visits and audit preparation	<ul style="list-style-type: none">Performance reports with variance analysisWork plan updates and resource reallocationsMonitoring tools and audit prep documentation

Staffing Plan

Recognizing the varying levels of support the State may request across this program's Task areas, Tetra Tech offers a scalable staffing model to support the State operations, as detailed below. This flexible model allows Tetra Tech to rapidly align staffing resources with the scale, scope, and technical complexity of each assignment, whether the requirement is limited surge support or leadership of full operational programs.

We begin each engagement by mobilizing senior leadership and experienced project managers who establish clear direction, coordinate with State counterparts, and set the tone for accountability and performance. These leaders are supported by skilled project managers who bring deep experience in CDBG-DR compliance, housing, infrastructure, and program delivery. [Our designated leads are introduced on the following page.](#)

From this foundation, the team is able to expand through local hiring, emphasizing individuals with the right character, empathy, and community ties to serve survivors effectively. Local staff not only extend capacity, but also build trust with residents by bringing lived experience and cultural competency to recovery operations. All staff participate in comprehensive training, beginning with an initial orientation, followed by interactive, hands-on learning that connects policies to real-world scenarios. Training is not one-time; it includes continuous performance monitoring and coaching, with lessons learned used to refine SOPs and improve efficiency over time. Importantly, training is delivered across tasks to break down silos and ensure staff can adapt to multiple functions as needed.

This approach creates a systemic, scalable staffing model that adjusts to the level of support required, whether the State needs a small, specialized team or large-scale surge staffing. As required by the RFP, detailed staffing plans will be developed at the task order level, giving the State the flexibility to activate the right expertise at the right time.

Approach to Task Order Categories

The State of North Carolina has been allocated \$1.428 billion in CDBG-DR funding to support long-term recovery from Hurricane Helene. The Action Plan reflects the scale of damages – more than 73,000 homes impacted and billions in losses across housing, infrastructure, and economic sectors – and prioritizes funding accordingly:

- **Housing:** Owner-Occupied Housing Reconstruction & Rehabilitation, Workforce Housing for Ownership, and Multifamily Construction & Repair.
- **Infrastructure:** Community Infrastructure Program focused on resilient, locally led projects.
- **Economic Revitalization:** Commercial District Revitalization to restore small business corridors and community anchors.
- **Mitigation:** Integrated across housing, infrastructure, and economic projects to reduce risk and increase resilience.
- **Administration:** Dedicated to oversight, compliance, and accountability.

The State has established the Division of Community Revitalization (DCR) within the Department of Commerce and the Governor's Recovery Office for Western North Carolina (GROW NC) to oversee these funds, with a focus on accelerating housing recovery, maintaining compliance, and building trust.

Tetra Tech understands that this contract provides task-order based support across 17 functional areas, giving the State the ability to activate specialized expertise and surge capacity as needed. Each task order represents an opportunity for Tetra Tech to integrate seamlessly with State teams, delivering focused, practical support that keeps programs moving forward and compliant with HUD requirements.

Task	Title	Summary
1	Policy and SOP Development	Drafting and refining HUD-compliant policies that provide clear guidance for program delivery.
2	Financial Compliance, Oversight, and Fraud Prevention	Supporting accurate tracking and defensible disbursement of funds.
3	Duplication of Benefits (DOB) Compliance	Ensuring awards are fair, accurate, and compliant through data matching and standardized tools.
4	Procurement Compliance and Monitoring	Helping to maintain transparent and well-documented procurements.
5	Claims, Appeals, and Case Reviews	Supporting consistent, timely resolution of applicant concerns.
6	Action Plan Development and Amendments	Drafting and refining Action Plan updates that reflect evolving recovery priorities.
7	Needs Assessments, Market Analysis, and Geospatial Support	Providing data-driven insights to guide program decisions.
8	Program Performance Monitoring and Evaluation	Tracking progress and outcomes with standardized systems and dashboards.
9	Civil Rights, Fair Housing, Labor Standards, and Historic Preservation	Supporting compliance with cross-cutting federal requirements.
10	Audit Readiness and Monitoring Support	Preparing files, systems, and staff to demonstrate accountability during reviews.

11	Technical and Engineering Support	Reviewing plans, costs, and progress for housing and infrastructure projects.
12	Training, Technical Assistance, and Capacity Building	Equipping staff and partners to deliver recovery effectively.
13	Relocation Program (URA/TRA) Development and Compliance	Ensuring fair and consistent relocation assistance.
14	Communication, Public Information, and Outreach	Delivering clear, inclusive messaging to disaster survivors and stakeholders.
15	Grant Management	Supporting the full lifecycle of CDBG-DR grants with standardized tools and oversight.
16	Technical Systems Specification & Project Management	Translating program requirements into systems and managing delivery.
17	Environmental Review	Completing HUD-compliant reviews that keep projects on schedule while meeting environmental standards.

Tetra Tech understands that the State's top priority is to accelerate housing recovery while maintaining compliance and transparency, supported by resilient infrastructure and economic revitalization investments. By combining national disaster recovery expertise with flexible, on-demand staffing, Tetra Tech is prepared to help North Carolina implement its Helene Action Plan effectively and with confidence.

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

Policies and SOPs are the backbone of any disaster recovery program, setting the rules for eligibility, benefits, and compliance while guiding staff in consistent day-to-day execution.

Tetra Tech understands that our role is to provide targeted staffing support to develop or refine program policies and SOPs that are both HUD-compliant (2 CFR Part 200, URA, Fair Housing, and cross-cutting requirements) and practical for North Carolina's Division of Community Revitalization (DCR) and its partners. Past recovery efforts in North Carolina demonstrated that unclear or incomplete SOPs led to delays and audit findings – problems we will not repeat.

Under Hurricane Helene, policies must not only meet federal standards but also directly support the State's top priority: accelerating housing recovery while maintaining compliance and public trust. Striking this balance is critical to program success and to ensure disaster survivors see timely, tangible outcomes.

Building Strong Compliance Frameworks

Clear and defensible SOPs are critical to avoiding the procurement and documentation gaps cited in HUD OIG's audit of North Carolina's prior CDBG-DR programs.

The Tetra Tech team has drafted and implemented SOPs for multi-billion-dollar recovery programs in Texas, Puerto Rico, and California that withstood HUD, OIG, and state audits with error rates below 0.1%.

This expertise positions Tetra Tech to help North Carolina strengthen its compliance framework from the outset of Helene recovery.

Spotlight on Task Startup

At the start of this task order, our team plans to integrate with State staff and work with existing contractors to assess current policy documents, templates, and eligibility checklist and identify gaps against HUD's requirements. In practice, this means taking the following steps:

- 1 Review existing draft materials (e.g., Helene Action Plan, prior program manuals) to identify gaps or inconsistencies.
- 2 Establish a decision log and issue escalation process so policy questions are documented, tracked, and resolved in real time.
- 3 Facilitate mock HUD monitoring walk-throughs of draft SOPs, stress-testing them against HUD monitoring checklists to ensure defensibility.
- 4 Prioritize SOPs tied to the State's flagship Owner-Occupied Housing Reconstruction & Rehabilitation Program (\$807M), so those policies are in place before intake centers open.

This structured startup will ensure the State has defensible, ready-to-implement guidance from day one, which minimizes the risk of needing mid-course corrections that have hampered past programs.

Quality and Timeliness

Tetra Tech's approach to quality emphasizes clarity, audit readiness, and usability. Each draft SOP, template, form, or eligibility checklist will undergo internal QA/QC review for regulatory alignment and practical application. Version control will be maintained to ensure staff and subrecipients always use the most current procedures. To support timeliness, the Tetra Tech team will deliver initial SOP drafts within two weeks of activation, allowing the State to review and refine early in the program launch. Continuous improvement is embedded: compliance checkpoints and plain-language drafting are paired with open communication loops with operations staff, ensuring SOPs evolve as real-world challenges surface.

By combining regulatory rigor with a survivor-centered focus, Tetra Tech ensures policies and procedures remain both HUD-compliant and practical for daily operations – avoiding mid-course corrections that have hampered past recovery programs. To support timeliness of ensuring compliance within the established SOP framework, Tetra Tech will have initial program templates, forms, and eligibility checklists completed within one month following the adoption of each programs SOP.

Task 1 Experience

We have supported multiple grantees in developing and refining policies, procedures, checklists, and SOPs that translate federal requirements into day-to-day operational guidance. Our role is to make these frameworks both compliant and practical so programs can launch quickly, operate efficiently, and withstand HUD review.

Representative Programs

Maui County, HI – Housing & Recovery Services – \$1.6B (led Action Plan development and early SOP design prior to HUD allocation)

Puerto Rico DOH – City Revitalization Program – \$1.298B (policy, eligibility checklists, and SOP development for large-scale community revitalization and housing programs)

U.S. Virgin Islands – CDBG-MIT (VIHFA) – \$774M (SOPs for mitigation planning, intake, and compliance functions)

Lexington County, SC – CDBG-DR – \$16.3M (policies, eligibility checklists, and SOPs supporting housing and infrastructure recovery after 2015 floods)

Lesson Learned

Policies created without input from operations often cause delays and conflict with leadership priorities. The most effective SOPs are those designed collaboratively, balancing compliance with efficiency so that case managers can move survivors through the system quickly while still passing HUD monitoring and audits.



TASK 2 – Financial Compliance, Oversight, and Fraud Prevention

Tetra Tech will strengthen the State's financial compliance functions by providing experienced staff and proven oversight systems tailored to CDBG-DR requirements. Federal recovery funding requires strict adherence to 2 CFR Part 200, HUD guidance, and the Stafford Act. North Carolina's past programs revealed gaps in procurement, cost documentation, and monitoring that resulted in audit findings and repayment risks.

With more than \$1.4 billion on Helene funds at stake, including \$1.05 billion dedicated to housing, financial oversight is essential. Tetra Tech's responsibility is to help DCR establish robust financial controls, standardized review checklists, and proactive pre-audit testing to ensure the State remains audit-ready while also safeguarding against fraud, waste, and abuse.

Protecting Funds through Strong Controls

Financial oversight will be one of North Carolina's most visible risk areas. Tetra Tech has successfully designed and operated financial compliance systems for statewide CDBG-DR and FEMA programs in Texas, Florida, and Puerto Rico.

These systems ensured recovery funds were disbursed on time, fully documented, and defensible during federal audits. This expertise positions Tetra Tech to safeguard North Carolina's \$1.4 billion Helene allocation, reducing repayment risk and protecting taxpayer funds.

Spotlight on Task Startup

At the outset of this task, our team plans to take the following steps:

- 1 Map existing financial workflows against HUD requirements to identify compliance gaps and corrective actions
- 2 Develop and implement a drawdown and reimbursement review protocol to confirm eligibility, prevent duplication of benefits, and ensure cost reasonableness before disbursement.
- 3 Establish a fraud risk log to track anomalies, document findings, and provide escalation procedures for rapid resolution.
- 4 Align documentation standards with DRGR reporting requirements and the State's System of Record to ensure all financial data is consistent, transparent and defensible in federal audits.

These steps ensure the State's financial oversight functions are immediately reinforced with practical tools, consistent documentation, and clear escalation pathways for issues.

Quality and Timeliness

Tetra Tech ensures quality by embedding compliance checks at every step of the reimbursement cycle to ensure both quality and speed. All invoices, procurement files, and drawdown requests will be verified against HUD requirements and 2 CFR 200 Subpart E, with documentation standardized for audit readiness and alignment with DRGR and the State's System of Record. Timeliness will be maintained through scheduled batch review, real-time expenditure dashboards, and escalation protocols for exceptions. Priority will be placed on housing program disbursements, which represent more than \$1.05 billion of North Carolina's Helene allocation.

Tetra Tech's experience in managing billions in HUD and FEMA disbursements with less than 0.1% error rates demonstrates our ability to process funds efficiently while protecting compliance, transparency, and taxpayer resources.

Task 2 Experience

We have supported multiple grantees in strengthening procurement systems that balance speed, fairness, and compliance with 2 CFR Part 200 and state/local rules. Our role has been to embed defensible processes, clear documentation, and practical tools so procurements move quickly while withstanding HUD or OIG review.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (*procurement compliance reviews and monitoring for housing and infrastructure contracts*)

Puerto Rico DOH – CDBG-DR Portfolio (R3/BRR/MIT) – multi-billion (*procurement oversight and documentation support across housing and mitigation programs*)

Lexington County, SC – CDBG-DR – \$16.3M (*procurement compliance support tied to housing and infrastructure recovery after 2015 floods*)

Monroe County, FL – CDBG-DR Buyouts – \$15M (*procurement reviews for voluntary home buyout program contracts*)

Lesson Learned

Procurement processes that focus solely on lowest cost often jeopardize quality and delay recovery. The most effective approach is one where procurement staff, program leadership, and compliance teams share ownership of the process, using standardized tools and proactive reviews. This ensures contracts are defensible, competitively bid, and capable of delivering high-quality results on time.

TASK 3 – Duplication of Benefits (DOB) Compliance

Tetra Tech understands that our role is to provide staffing support to prevent, detect, and resolve duplication of benefits in compliance with the Stafford Act and HUD guidance. DOB compliance is among the most scrutinized areas of CDBG-DR administration, and improper calculations can expose the State to clawbacks, repayment obligations, or audit findings.

With more than \$860 million allocated to owner-occupied housing recovery under Helene, accurate and defensible DOB reviews are essential to both program integrity and timely assistance to survivors. Given our team's recent experience, we understand how to navigate the DOB Universal Notice changes, applying lessons learned to the State's programs to ensure compliance.

Spotlight on Task Startup

At startup, the team will establish a structured DOB compliance process that meets current regulations and aligns with North Carolina's Action Plan, ensuring all awards are accurate, defensible, and free of duplication. The team plans to take the following steps:

1

Review DOB policies and refine tools to align with HUD's latest guidance and the State's Action Plan.

2

Deploy standardized DOB calculation checklists self-populated with information provided from data sharing resources, and file templates to ensure consistency, accuracy, and defensible determinations across all reviewers.

Fair and Defensible Awards

DOB compliance is central to HUD's oversight of disaster recovery programs. Tetra Tech has led DOB verification for large-scale housing recovery efforts in Puerto Rico, Texas, and Florida – integrating FEMA, SBA, and insurance data to support tens of thousands of households. Our proven methodology and tools ensure that assistance is fair to applicants, fully compliant, and defensible in HUD or OIG audits, protecting both participants and the State.

- 3 Establish a data-matching framework with FEMA IA, SBA loans, NFIP, and private insurance records to verify all applicant assistance and prevent ineligible payments.
- 4 Train case managers and financial reviewers in consistent DOB determinations using scenario-based exercises.

These actions will strengthen the State's ability to make timely, accurate eligibility decisions and reduce the risk of disallowed costs.

Quality and Timeliness

Quality will be ensured by embedding DOB checks at multiple points in the applicant workflow, creating layered safeguards rather than a one-time review. Each determination will generate a complete audit trail, with supporting documentation and rationale directly linked to the award decision. Timeliness will be achieved through batch data imports, automated data-matching tools, and streamlined verification templates that reduce processing time without compromising accuracy. **Drawing from our experience conducting tens of thousands DOB reviews for households nationwide, Tetra Tech will help North Carolina process applications quickly, equitably, and with defensible results.**

Task 3 Experience

We have assisted grantees across multiple CDBG-DR and CDBG-MIT programs in establishing and implementing robust DOB compliance frameworks. Our work ensures that assistance provided does not duplicate other federal, state, insurance, or charitable benefits, while still moving applicants through the process quickly. By combining clear SOPs, data-matching protocols, and applicant-friendly communication, we help programs stay compliant with federal rules while minimizing delays in service delivery.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (DOB verification processes for housing reconstruction and rehabilitation programs)

Puerto Rico DOH – CDBG-DR Portfolio (R3/BRR/MIT) – multi-billion (DOB compliance reviews and data-matching support across housing and community development programs)

Richland County, SC – CDBG-DR – \$30.8M (DOB compliance procedures to ensure federal funds were not duplicating insurance and FEMA assistance)

Lexington County, SC – CDBG-DR – \$16.3M (DOB policies and case file reviews as part of housing recovery program compliance)

Lesson Learned

Overly complex DOB processes can discourage applicants and slow recovery. The best results come when DOB compliance is embedded into intake systems with clear guidance and plain-language communication. By training case managers to explain DOB rules upfront and using data-sharing agreements to automate checks, programs reduce errors and prevent applicants from feeling penalized – all while maintaining HUD compliance.



TASK 4 – Procurement Compliance and Monitoring

When activated for this task, Tetra Tech understands that our role is to provide staffing support that helps the State carry out procurements in full alignment with HUD's requirements under 2 CFR Part 200 as well as state and local standards.

Procurement is one of the most visible aspects of program delivery, as it directly affects timelines, transparency, and the flow of federal funds. The objective is to maintain a process that is efficient, fair, and fully documented, so that contracts can be executed without delay and stand up to any federal or state review.

Spotlight on Task Startup

At startup, we focus on making procurement both compliant and practical. We plan to take the following steps:

- 1 Our first step is to sit down with program leadership and procurement staff to clarify expectations: what types of procurements are coming, how much flexibility is needed, and where the greatest risks lie.
- 2 From there, we crosswalk State and HUD requirements to identify compliance gaps and agree on how to address them without slowing procurement down.
- 3 We then set up the tools – standardized checklists, bid templates, and monitoring logs – but also the governance: who will review what, when, and how.

In a past recovery program, **this approach prevented delays by resolving cost reasonableness documentation issues before bids were issued, keeping contractors on track and programs audit ready.** By engaging staff early, clarifying roles, and embedding defensibility into every file, we give the State confidence that procurements will move quickly while withstanding HUD review.

Clear and Consistent Procurement

Procurement is often one of the first opportunities for a program to demonstrate transparency and discipline. The Tetra Tech team has designed and implemented procurement monitoring systems for HUD and FEMA-funded programs nationwide, providing clear tools that help staff and subrecipients complete procurements with confidence.

This experience positions Tetra Tech to help North Carolina streamline procurement while maintaining the highest level of defensibility.

Quality and Timeliness

Quality in procurement is achieved by pairing compliance reviews with expert oversight. Each solicitation and award must not only be documented with cost reasonableness and evaluation records but also be tied back to the program's larger recovery goals. Timeliness is supported by aligning reviews with procurement milestones so that contracts move forward without bottlenecks. To ensure quality, we recommend forming a small committee of experienced staff who will also manage the contracts they help procure. This prevents procurement from being treated as a perfunctory task and ensures accountability is embedded from the start. While financial ramifications remain a necessary check, flexibility and collaboration between the State and vendors are equally important to avoid the "race to the bottom" that comes from awarding solely on lowest cost. By structuring procurement as a team effort, Tetra Tech helps the State secure partners who deliver value, maintain compliance, and accelerate recovery.

Task 4 Experience

We have supported grantees across multiple CDBG-DR and CDBG-MIT programs in building procurement compliance frameworks that are fast, fair, and defensible. Our work has included reviewing procurement policies, embedded 2 CFR Part 200 Subpart D standards, and establishing documentation practices that make every solicitation, bid, and contract file audit-ready while keeping programs on schedule.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (*procurement compliance reviews and monitoring for major housing and infrastructure contracts*)

Puerto Rico DOH – City Revitalization Program – \$1.298B (*procurement oversight and defensibility checks for subrecipient-managed projects*)

Richland County, SC – CDBG-DR – \$30.8M (*procurement compliance monitoring and file documentation for housing recovery contracts*)

Lexington County, SC – CDBG-DR – \$16.3M (*procurement reviews and compliance support for local recovery projects*)

Lesson Learned

Procurement failures are one of the most common causes of HUD audit findings. The strongest results come when procurement is treated as a **collaborative process** – with program managers, compliance staff, and technical experts engaged early rather than a paperwork formality. By standardizing cost reasonableness documentation and ensuring evaluation criteria balance **cost with quality**, grantees **avoid clawbacks**, strengthen vendor performance, and keep recovery projects moving.

TASK 5 – Claims, Appeals, and Case Reviews

Claims, appeals, and case reviews are among the most visible parts of a recovery program – they determine whether survivors feel the process is fair. Tetra Tech’s role is to strengthen the State’s capacity to apply policies consistently, document decisions thoroughly, and resolve concerns in compliance with HUD requirements. These processes protect program integrity, but just as importantly, they preserve trust by giving applicants a transparent path to challenge decisions and receive timely answers.

Spotlight on Task Startup

At startup, our priority is to bring clarity and consistency to how claims and appeals are handled. We plan to take the following steps:

- 1 We review current procedures against HUD’s requirements and the State’s Action Plan, but more importantly, we focus on how applicants experience the process.
- 2 We establish plain-language templates for decision letters, so applicants understand both the outcome and available options for appeal.
- 3 We also set up a clear escalation path, ensuring that higher-level reviews are tracked and communicated without leaving applicants in the dark.
- 4 Just as important, we work directly with case managers – not only to train them on documentation and compliance, but to help them feel confident in applying policies fairly and consistently.

In one housing recovery program, this approach cut down appeals dramatically because applicants no longer felt blindsided by confusing denials. By making the process transparent, structured, and applicant-centered from the outset, we help the State resolve disputes quickly while building trust with survivors.

Fair, Transparent, Defensible Case Reviews

Appeals and case reviews are moments where applicants judge the fairness of a recovery program. The Tetra Tech team has supported claims and appeals processes for housing and disaster recovery programs across multiple states, helping agencies resolve cases quickly while maintaining strong documentation. This expertise positions Tetra Tech to assist North Carolina in providing fair, transparent, and defensible outcomes for applicants under Helene.

Quality and Timeliness

Quality is ensured by embedding peer reviews and QA/QC into the claims and appeals process so that every decision is documented with a clear rationale cross-referenced to HUD requirements. Timeliness is supported by service-level benchmarks for response times and standardized templates that reduce the administrative burden. Most importantly, we emphasize transparency; when applicants understand both the process and the reasons for decisions, programs see fewer disputes and greater trust. **Our approach turns claims and appeals from a bottleneck into an opportunity to strengthen compliance and improve the applicant's experience.**

Task 5 Experience

We have supported grantees in establishing claims and appeals processes that are transparent, timely, and compliant with HUD requirements. Our role has been to develop SOPs, train staff, and set up review protocols that allow applicants to challenge decisions fairly while maintaining program integrity. These systems not only resolve disputes but also build public trust by ensuring applicants feel heard and treated equitably.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (*appeals process design and case review support for housing recovery applicants*)

Puerto Rico DOH – CDBG-DR Portfolio (R3/BRR/MIT) – multi-billion (*claims and appeals review support for housing and community development programs*)

Richland County, SC – CDBG-DR – \$30.8M (*case reviews and appeals processes to ensure fair and consistent determinations*)

Monroe County, FL – CDBG-DR Buyouts – \$15M (*appeals process and case review support for buyout program applicants*)

Lesson Learned

Appeals processes that are slow or opaque erode applicant confidence and increase political risk. The most effective systems are those that combine **clear written guidance, trained review staff, and structured timelines** so that disputes are resolved quickly and fairly. By embedding quality checks into case reviews and giving applicants a transparent path to resolution, programs not only protect compliance but also reinforce trust with disaster survivors.





TASK 6 – Action Plan Development and Amendments

When activated for this task, Tetra Tech understands that our role is to provide staffing support to draft, update, and amend the State's existing, and potentially any new CDBG-DR Action Plans or amendments, in accordance with HUD requirements. Tetra Tech has been supporting grantees in Action Plan development for over a decade and utilizes a team containing members with more than 20 years of experience in Action Plan development and support. This includes everything from initial disaster impact and unmet needs analysis, through project development and eligibility review, to Action Plan submittal, and ultimately to programmatic close-out. Services will be provided for all aspects of CDBG-DR Action Plan activities including DRGR management, quarterly reporting, regulatory compliance, evaluation and implementation of amendments, and overall program/project monitoring to ensure conformity with the Action Plan.

This work requires constantly monitoring HUD and federal communications, which may include new or changing requirements and regulations pertaining to CDBG-DR funds. Tetra Tech is extremely familiar with the current Universal Notice standards and requirements applicable to Action Plans and the Action Plan development process. Our staff understands that having in depth knowledge of the requirements involved with the Action Plan is critical to ensure regulatory compliance, a timely expenditure of funds, and to expedite the recovery process. Action Plans function as the roadmap for how recovery funds will be invested, and they must clearly demonstrate alignment between unmet needs, program design, and federal guidance.

Tetra Tech's role is to support the State in the development and submittal of responsive, effective, and compliant Action Plans that meet the most pressing needs of impacted communities. Additionally, Tetra Tech will assist the State with any necessary changes, updates, or revisions to existing or future Action Plans resulting in either substantial or non-substantial amendments. Services will be provided to ensure that the

Action Plans that Drive Recovery Forward

Action Plan development is the bridge between unmet needs and program implementation. The Tetra Tech team has supported states and territories including Texas, Puerto Rico, and California in drafting and amending multi-billion-dollar CDBG-DR Action Plans that passed HUD review and public scrutiny. This experience positions Tetra Tech to help North Carolina maintain an Action Plan that is clear, compliant, and ready to guide Helene recovery from start to finish.

State maintains a plan that is accurate, compliant, and responsive to evolving recovery priorities, while also keeping documentation transparent and accessible to the public.

Spotlight on Task Startup

At the beginning of a task order focused on Action Plan support, we plan to take the following steps:

- 1 Conduct a gap analysis of the current draft or approved Action Plan against HUD's Federal Register notice and the State's recovery objectives.
- 2 Assist in drafting narrative sections, tables, and appendices that address unmet needs, program design, and allocation methodology.
- 3 Establish a public comment tracking process to log and respond to feedback in accordance with HUD requirements.
- 4 Coordinate with State staff to assemble supporting documentation such as stakeholder engagement summaries, budget crosswalks, and program descriptions.

These startup activities ensure the Action Plan is not only HUD-compliant and well-documented, but also ready for timely submission or amendment without delaying funding availability.

Quality and Timeliness

Tetra Tech ensures quality by applying structured internal reviews that help ensure accuracy in content and confirm consistency across narratives, tables, and program descriptions. Each draft will be checked against HUD requirements and the State's priorities to ensure accuracy and defensibility. Timeliness will be supported by creating a clear drafting and review schedule, with interim deliverables to keep the State fully engaged in the process. This includes maintaining a close relationship with the State's points of contact and conducting weekly check-ins between the State, the Tetra Tech team, and any contractors/vendors, as necessary. These will typically be held via Microsoft Teams, unless otherwise specified by the State. These meetings are focused on the following actions:

- Evaluate program progress and ensure clarity in the provision of services.
- Ensure understanding of expectations and responsibilities by all parties.
- Identify and address issues and concerns.
- Discuss any federal or regulatory changes.
- Discuss potential program changes or amendment.
- Evaluate program budget including status of drawdowns and expenditures.
- Discuss potential complications and attempt to anticipate factors or events which may impact the program. This may include anything from the public perception of a project to potential federal departmental or programmatic changes.
- Discuss staffing availability or changes.
- Review timelines and schedules.
- Discuss the status of QPRs, amendments, or other program reporting activity.

Tetra Tech will distribute meeting minutes after each formal meeting to help make sure that the discussions and results from the meetings are clearly understood and agreed upon by all parties. Tetra Tech's national experience with Action Plan development ensures North Carolina will be able to respond quickly to HUD while accurately addressing emerging needs and keeping recovery programs moving without delay.

Task 6 Experience

We have worked with grantees to design and amend CDBG-DR and CDBG-MIT Action Plans that translate federal allocations into clear program strategies. Our role has included drafting initial plans, supporting all substantial and non-substantial amendments, and aligning content with HUD guidance while ensuring that community

input and local priorities are reflected. Effective Action Plans set the tone for recovery by defining programs, budgets, and performance goals that are both defensible and responsive.

Representative Programs

Maui County, HI – Housing & Recovery Services – \$1.6B (led Action Plan development and early SOP design prior to HUD allocation)

Puerto Rico DOH – City Revitalization Program – \$1.298B (Action Plan and amendment support for community revitalization and housing recovery)

U.S. Virgin Islands – Electrical Grid CDBG-DR/MIT Program – \$67.6M (Action Plan support for major grid resilience and recovery projects)

Metropolitan Development and Housing Agency (MDHA), TN – CDBG-DR – \$50M (Action Plan development for disaster recovery housing and community development programs)

U.S. Virgin Islands – Virgin Islands Housing Finance Authority CDBG-MIT – \$774M (Action Plan and mitigation needs assessment drafting and support for Hurricanes Irma and Maria recovery)

Lesson Learned

The most effective Action Plans are those that balance compliance with HUD's requirements and the urgency of local needs. By drafting plans with input from leadership, compliance staff, and community stakeholders, grantees avoid later amendments driven by gaps or oversights. Action Plans written with this collaborative, forward-looking approach shorten HUD approval timelines and allow recovery programs to launch faster.

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

Tetra Tech understands that our role is to provide technical support for needs assessments, market analyses, and geospatial evaluations that guide program design and funding allocations. These assessments are critical to identifying where resources will have the greatest impact while also ensuring that recovery investments are data-driven and defensible. For Helene, these activities help the State quantify housing, infrastructure, and economic recovery needs in ways that align directly with HUD requirements and local priorities.

Spotlight on Task Startup

At the start of a task order, we plan to take the following steps:

- 1 Gather and integrate data sources such as FEMA IA, NFIP, SBA, census, and local government datasets to create a reliable baseline.
- 2 Stand up interactive dashboards and maps to visualize damage, unmet needs, and recovery gaps.
- 3 Conduct stakeholder interviews or workshops to validate data findings with local knowledge.
- 4 Document findings in clear, audit-ready reports that directly support Action Plan development or program amendments.

These early actions ensure the State has an accurate, data-driven picture of recovery needs before programs are launched or resources are committed.

Quality and Timeliness

Tetra Tech ensures quality by applying transparent methodologies, documenting all assumptions, and validating data with multiple sources. Our geospatial analysts and market specialists use established workflows that meet HUD standards while producing outputs that are clear for decision-makers and communities alike. Timeliness will be achieved by leveraging pre-developed templates and visualization tools, allowing the Tetra Tech team to deliver initial findings within weeks of activation. This ensures program design and funding decisions are grounded in the most accurate data available.

Task 7 Experience

We have supported grantees in conducting needs assessments, market analyses, and geospatial studies that shape recovery priorities and guide Action Plans. Our work has included gathering and analyzing demographic, economic, and housing data, mapping storm impacts, and developing tools that help leaders allocate funds equitably. By combining data analysis with field insights, we help states and counties justify program design to HUD while aligning decisions with local recovery needs.

Data-Driven Recovery Decisions

Accurate needs assessments and geospatial analyses are the foundation of sound recovery programs. The Tetra Tech team has supported states and localities across the U.S. in conducting HUD-compliant assessments that informed multi-billion-dollar allocations of CDBG-DR funds. With this experience, Tetra Tech is well positioned to help North Carolina translate data into actionable recovery strategies under Helene.

Representative Programs

Maui County, HI – Housing & Recovery Services – \$1.6B (*needs assessment and data analysis to support Action Plan development after the wildfires*)

Puerto Rico DOH – City Revitalization Program – \$1.298B (*geospatial and market analyses to direct investments into the hardest-hit communities*)

U.S. Virgin Islands – Electrical Grid Recovery & Resilience – \$67.6M (*needs assessments and geospatial analysis to support grid infrastructure recovery and mitigation planning*)

Metropolitan Development and Housing Agency (MDHA), TN – CDBG-DR – \$50M (*needs assessments and market analysis to guide Action Plan development for local recovery programs*)

U.S. Virgin Islands – Virgin Islands Housing Finance Authority CDBG-MIT – \$774M (*unmet needs assessment to support CDBG-MIT Action plan development for Hurricanes Irma and Maria recovery*)

Lesson Learned

Needs assessments are most effective when they go beyond data tables to tell a story that HUD reviewers, community leaders, and the public can understand. By presenting data through maps, dashboards, and clear narratives, programs can justify funding decisions and demonstrate fairness in resource allocation. This approach not only strengthens HUD approval but also builds trust with local communities.

TASK 8 – Program Performance Monitoring and Evaluation

Performance monitoring is most effective when it is treated as a tool for learning and adaptation, not simply for documenting compliance. HUD requires grantees to track milestones, measure compliance, and report through systems such as DRGR, but the true value of monitoring comes from how it improves program delivery. Used well, monitoring gives leadership visibility into whether recovery programs are meeting intended goals, identifies patterns that may slow progress, and informs timely adjustments. For Hurricane Helene recovery efforts, monitoring is not about treating findings as failures – it is about generating insights that help the State accelerate recovery, strengthen accountability, and continuously improve outcomes for disaster survivors.

Spotlight on Task Startup

At the outset, our priority is to establish monitoring as a tool for learning and improvement, not just compliance. We plan to take the following steps:

- 1 We begin by reviewing existing systems such as DRGR and the State's system of record, then work with leadership to identify where information is missing or underutilized.
- 2 From there, we design dashboards and milestone trackers that give managers real-time visibility into performance across housing, infrastructure, and economic revitalization programs.
- 3 We also set up a monitoring plan that defines responsibilities and frequencies, but more importantly, we test these protocols through pilot file reviews and site visits to confirm they are workable.

In one program, these early pilots revealed a recurring intake error that had not surfaced in leadership reports; by correcting it quickly, the program reduced delays and avoided a systemic finding. We find that making monitoring collaborative, data-driven, and solution-focused from the start creates a framework that strengthens compliance while helping staff improve outcomes during every cycle.

Quality and Timeliness

Quality is ensured by embedding compliance checks into every monitoring activity, but also by going beyond the minimum – using data for timely root cause analysis and continuous improvement. Each finding is paired with a recommended solution, creating transparency and fostering collaboration between the State, contractors, and program staff. Structured review cycles and rapid dashboards keep leadership informed in real time.

By treating performance monitoring as a feedback loop, we will help North Carolina prevent small issues from becoming systemic problems, while also building confidence with HUD and the public. This approach turns monitoring into a tool that drives efficiency and trust – we produce not just a report card, but a roadmap for better recovery outcomes.

Task 8 Experience

We have helped grantees design and implement monitoring and evaluation systems that efficiently track compliance, measure progress, and provide insights from the data to improve performance. Our role has included building monitoring protocols, deploying dashboards, and training staff to use findings as tools for

Turning Monitoring into Insight

Performance monitoring is more than compliance – it is a way to improve outcomes and build public trust.

The Tetra Tech team has designed monitoring and evaluation systems for disaster recovery programs nationwide, helping states track billions in funding while delivering clear, actionable insights.

This expertise positions Tetra Tech to help North Carolina demonstrate both accountability and progress after Helene.

program improvement rather than just audit preparation. Effective monitoring ensures that programs stay on schedule, maintain compliance, and adapt quickly when challenges arise.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (*performance monitoring and evaluation to track progress across housing and infrastructure programs*)

Puerto Rico DOH – CDBG-DR Portfolio (R3/BRR/MIT) – multi-billion (*program monitoring and corrective action tracking for housing and community development projects*)

Puerto Rico DOH – CEWRI-CI – \$50M (*monitoring and evaluation to support implementation of community energy and water resilience projects*)

Lexington County, SC – CDBG-DR – \$16.3M (*program monitoring and performance evaluation to ensure compliance and timely recovery delivery*)

Lesson Learned

Monitoring is most effective when viewed as an opportunity to learn, not just a way to find fault. By analyzing data patterns and conducting root cause reviews, programs can identify recurring issues early and address them collaboratively with staff and contractors. This approach strengthens compliance while also improving speed and quality, turning monitoring into an effort that drives continuous improvement.

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

When activated for this task, Tetra Tech understands that our role is to provide staffing support to ensure that CDBG- DR programs uphold federal civil rights, fair housing, labor compliance, and historic preservation requirements. This includes ensuring that any planning, administrative and programmatic functions, document preparation, program development, and program implementation are conducted in conformity with federal regulations including the Civil Rights Act and the Fair Housing Act. Additionally, any program specific requirements will also be incorporated into CDBG-DR planning, policy development, and program design and implementation as necessary.

Tetra Tech is sensitive to the Labor Standards requirements under CDBG-DR as it can often pose obstacles for grantees unfamiliar with the processes involved or lacking detailed oversight required to ensure compliance. Tetra Tech's experience managing thousands of federally funded projects across the country has required a comprehensive understanding of federal labor standards, specifically the utilization of Davis-Bacon wage rates and the recordation and collection of weekly payrolls tracking workers by labor category, pay rate (wages and fringe), and hours worked. Establishing a concise, efficient system to collect, such as LCPTTracker, and record necessary labor data along with clear communication with contractors and vendors allows for more effective budget management, promotes project progress and continuity, and avoids potential labor payment errors resulting in required repayments/compensation.

Tetra Tech has extensive experience conducting environmental reviews for a wide variety of projects resulting in thousands of Section 106 reviews being conducted by Tetra Tech staff. This experience has resulted in the development of a streamlined process for historic reviews, including the utilization of memorandums of understanding with state historic preservation offices to increase the efficiency and expediency of reviews when necessary.

These cross-cutting requirements are central to HUD's oversight and directly affect both program eligibility and community trust. Tetra Tech's responsibility is to help the State apply these requirements consistently, document compliance clearly, and support outreach and education efforts so that obligations are met while programs advance smoothly.

Spotlight on Task Startup

At the start of this task, we plan to take the following steps:

- 1 Review the State's existing compliance policies to identify any gaps against HUD requirements.
- 2 Stand up tracking tools and templates for civil rights and fair housing documentation, wage verifications, and Section 106 reviews.
- 3 Coordinate with the State Historic Preservation Office (SHPO) and other oversight bodies to confirm consultation protocols and document standards.
- 4 Provide targeted training to staff and subrecipients on how to implement and document compliance activities consistently.

Embedding Compliance in Each Project

Cross-cutting requirements touch every program, from housing to infrastructure. The Tetra Tech team has supported states and local governments nationwide in implementing civil rights, fair housing, labor, and historic preservation requirements, ensuring that projects move forward while meeting all federal obligations. This expertise positions Tetra Tech to help North Carolina integrate compliance into every step of Helene recovery.

Quality and Timeliness

Tetra Tech ensures quality by embedding compliance reviews into project milestones – such as verifying payroll records against Davis-Bacon wage determinations, confirming Section 3 goals are tracked in real time, and ensuring all Section 106 consultations are documented. Additionally, Tetra Tech has found that it is critical to establish clear but comprehensive policies that describe the processes to be put in place to ensure compliance with federal and programmatic requirements. Communication with State staff and any potential vendors/contractors is also crucial to define roles and responsibilities, while ensuring that all parties understand the requirements and expectations to secure regulatory compliance. This approach will be established through policy development and regular meetings with both staff and contractors/vendors, as needed, to keep lines of communication open to answer questions and address issues in a timely manner. Tetra Tech will distribute meeting minutes after each formal meeting, typically are held via Microsoft Teams, which will help make sure that the meeting discussions and results are clearly understood and agreed upon by all parties.

Timeliness will be supported by aligning reviews with program and construction schedules so that compliance checks are completed without causing delays. The Tetra Tech team's national experience ensures that North Carolina will have practical, defensible approaches to meet all HUD cross-cutting requirements under Helene.

Task 9 Experience

We have supported grantees in integrating civil rights, fair housing, labor standards, and historic preservation requirements into their CDBG-DR and CDBG-MIT programs. Our work has included reviewing policies for compliance, training staff on implementation, and embedding checks into monitoring protocols. These protections are critical to ensuring that recovery programs are equitable, defensible, and aligned with federal law.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (*performance monitoring and evaluation to track progress across housing and infrastructure programs*)

Puerto Rico DOH – CDBG-DR Portfolio (R3/BRR/MIT) – multi-billion (*program monitoring and corrective action tracking for housing and community development projects*)

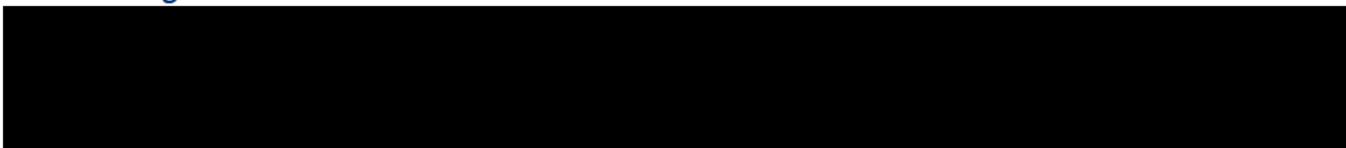
Puerto Rico DOH – CEWRI-CI – \$50M (*monitoring and evaluation to support implementation of community energy and water resilience projects*)

Lexington County, SC – CDBG-DR – \$16.3M (*program monitoring and performance evaluation to ensure compliance and timely recovery delivery*)

Lesson Learned

Civil rights and labor requirements are often treated as secondary to program delivery but ignoring them can create major compliance risks and undermine public confidence. By integrating fair housing, Section 3, and Davis-Bacon compliance into the earliest stages of program design, grantees avoid costly retrofits and ensure that recovery investments are both equitable and legally defensible.

Task Staffing Structure



TASK 10 – Audit Readiness and Monitoring Support

Audits and monitoring visits are a standard part of every large-scale recovery program – the question is whether they cause disruption or validate a well-run operation. Tetra Tech’s role is to embed audit readiness into daily operations so the State can demonstrate compliance with confidence. This means organizing documentation, building clear workflows, and preparing staff so that audits are not a scramble but a confirmation of program integrity.

Spotlight on Task Startup

At the outset, we focus on making audit readiness part of daily program culture rather than a scramble before HUD or OIG visits. We plan to take the following steps:

- 1 We begin with a baseline compliance review of program files to surface gaps, then build audit-ready binders or digital trackers that tie policies, checklists, and financial records directly to DRGR activities.
- 2 To prepare staff, we run mock monitoring sessions that simulate HUD or OIG reviews, giving teams the confidence to respond clearly and show defensibility under pressure.
- 3 We also establish a corrective action log that assigns responsibility and tracks the resolution, so issues do not recur.

Confidence in Every Review

Audit and monitoring readiness is about more than passing a review – it is about demonstrating accountability and building trust. The Tetra Tech team has helped states and territories prepare for hundreds of HUD and OIG monitoring visits, giving agencies confidence that their files, processes, and staff are fully prepared. This experience positions Tetra Tech to help North Carolina approach every review with assurance during Helene recovery.

Quality and Timeliness

Quality is ensured by embedding peer reviews and QA/QC into every audit preparation activity, with each file documented for completeness, consistency, and defensibility. Timeliness is supported by scheduling readiness checks in advance of anticipated visits and preparing draft responses for potential findings. Most importantly, we frame audit readiness as a continuous process – not a one-time event. This approach minimizes disruption, reduces findings, and allows the State to keep recovery programs moving without interruption.

Task 10 Experience

We have supported grantees in preparing for HUD, OIG, and independent audits by embedding audit readiness into daily operations. Our work has included reviewing files for completeness, standardizing documentation, and running mock monitoring visits to surface issues before auditors do. By building audit defensibility into program design, we help grantees reduce findings and maintain public trust.

Representative Programs

Harris County, TX (Hurricane Harvey)
– **\$1.2B** (*performance monitoring and evaluation to track progress across housing and infrastructure programs*)

Puerto Rico DOH – CDBG-DR Portfolio (R3/BRR/MIT) – multi-billion (*program monitoring and corrective action tracking for housing and community development projects*)

Puerto Rico DOH – CEWRI-CI – \$50M
(*monitoring and evaluation to support implementation of community energy and water resilience projects*)

Lexington County, SC – CDBG-DR – \$16.3M (*program monitoring and performance evaluation to ensure compliance and timely recovery delivery*)

Lesson Learned

Audit readiness is strongest when it is treated as an ongoing process rather than a last-minute event. Programs that integrate standardized checklists, file completeness reviews, and corrective action tracking into daily operations consistently see fewer findings and faster resolution of audit questions. This proactive approach strengthens compliance while keeping recovery funds flowing without interruption.

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

Engineering support is one of the most critical functions in CDBG-DR recovery. Engineers are not just reviewers – they are advisors who guide projects from design through closeout. They ensure that **materials, methods, and timelines are honored**, protecting programs against fraud, waste, and costly rework. Their expertise safeguards quality, safety, and compliance while enabling projects to advance on schedule. In disaster recovery, this means making sure homes and infrastructure are rebuilt **right the first time**, so communities are stronger and more resilient when the next storm comes.

Spotlight on Task Startup

At the start of a technical support task order, we plan to take the following steps:

- 1 Review project scopes and engineering plans to ensure alignment with CDBG-DR program requirements and federal cost reasonableness standards.
- 2 Develop templates for cost reviews and feasibility assessments that provide consistent, audit-ready documentation.
- 3 Establish a construction oversight schedule tied to project milestones, ensuring inspections are conducted at the right points to validate progress and payment requests.
- 4 Coordinate with the State and subrecipients to clarify roles between engineers of record, contractors, and compliance reviewers.

These actions provide the State with immediate technical depth while reinforcing accountability in project delivery.

Quality and Timeliness

Quality is more than meeting HUD requirements – it is ensuring that every structure is **safe, durable, and built to code**. Our engineers verify that materials match specifications, that contractors deliver work to the required standard, and that safety protocols are followed on-site. We apply peer reviews and QA/QC processes to all technical deliverables so that every decision is defensible to HUD and state oversight. Timeliness is achieved by aligning engineering reviews with **critical project milestones design, permitting, procurement, construction, and closeout** so reviews never become bottlenecks and funding flows continue uninterrupted. This proactive integration of engineering expertise ensures projects are technically rigorous, financially sound, and delivered on time to the communities that need them most.

Task 11 Experience

We have provided technical and engineering support to grantees implementing housing and infrastructure projects under CDBG-DR and CDBG-MIT. Our work has included damage assessments, cost estimating, construction monitoring, and environmental reviews to ensure projects are both technically sound and HUD-

Technical Depth to Maintain Momentum

Complex housing and infrastructure projects require both engineering expertise and compliance fluency. The Tetra Tech team has provided technical reviews, cost validation, and construction oversight for billions of dollars in HUD- and FEMA-funded projects nationwide. This blend of technical depth and program knowledge positions Tetra Tech to help North Carolina deliver safe, resilient, and compliant projects under Helene.

compliant. By combining engineering expertise with program knowledge, we help grantees deliver projects that are resilient, defensible, and responsive to community needs.

Representative Programs

Puerto Rico DOH – City Revitalization Program – \$1.298B
(technical reviews and engineering support for large-scale housing and community revitalization projects)

Volusia County, FL – CDBG-DR (Transform386) – \$328.9M
(damage assessments and engineering support for housing and infrastructure projects)

Vivienda PR DOH – CDBG-DR – multi-billion (environmental reviews and engineering support for more than 10,000 housing projects)

Richland County, SC – CDBG-DR – \$30.8M (technical support and engineering oversight for local housing recovery projects)

Lesson Learned

Technical and engineering work is often where compliance and construction intersect, making it a high-risk area for findings if not managed carefully. **The most effective approach is to embed technical staff directly into program operations so design reviews, cost estimates, and construction inspections are aligned with HUD standards from the start.** This integration avoids costly rework and ensures projects are delivered on time and within scope.

TASK 12 – Training, Technical Assistance, and Capacity Building

Training, technical assistance, and capacity building are not single events – they are continuous processes that evolve with the program. Rules and SOPs only succeed if staff understand them, apply them consistently, and continue to adapt as new lessons emerge. Tetra Tech’s role is to design and deliver training that begins with foundational instruction and then builds over time, incorporating insights from monitoring, policy updates, and operational data. **The goal is not just to train people to follow rules – it is to build lasting capacity within the State so that, if necessary, local staff gain the knowledge and confidence to manage recovery programs themselves.** For Helene, this means equipping case managers, supervisors, and subrecipients to deliver assistance accurately and efficiently while strengthening the long-term resilience of local partners.

Spotlight on Task Startup

At the outset, we focus on creating a training program that is structured but also adaptable to how people learn, by taking the following steps:

- 1 We begin with a needs assessment informed by conversations with State staff and past HUD monitoring findings, then design sessions that combine core compliance topics with practical, hands-on exercises.
- 2 Develop a training calendar and toolkit covering core topics such as eligibility, duplication of benefits, procurement, labor standards, and environmental review.
- 3 Deliver interactive training sessions (in-person, virtual, or recorded) tailored to the audience – whether front-line case managers, program supervisors, or subrecipient staff.
- 4 Establish TA request channels (e.g., office hours, help desk, or email queue) so that staff and partners can quickly access real-time guidance as they implement programs.

By treating training as continuous and capacity-focused, we help build a workforce that gets stronger over time, not just checked off at startup.

Quality and Timeliness

Tetra Tech ensures quality by grounding all training in HUD regulations and enhancing it with real-world program lessons. Initial training provides a foundation, but continuous improvement comes from feedback loops: monitoring data highlights where staff struggle, those insights feed into updated SOPs and policies, and new or revised training modules are delivered to address those gaps. Materials are version-controlled to reflect evolving guidance, and each session is evaluated for effectiveness. **Timeliness is supported by the ability to deploy quick-turn trainings in days when urgent needs arise, ensuring staff have real-time answers to pressing questions.** Most importantly, we emphasize capacity building; training equips local staff not only to implement today’s program but also to manage future recovery efforts independently. This approach turns training from a compliance requirement into a cycle of continuous improvement and long-term resilience that benefits the State.

Task 12 Experience

We have supported grantees by designing and delivering training, technical assistance, and capacity-building programs for staff,

Capacity Building for Sustainable Recovery

Training and technical assistance extend the reach of federal recovery funding by empowering local staff and partners to manage programs effectively. The Tetra Tech team has designed and delivered training for CDBG-DR, FEMA, and HUD programs nationwide, building capacity across housing, infrastructure, and compliance functions. This expertise positions Tetra Tech to help North Carolina strengthen its workforce and sustain recovery momentum under Helene.

subrecipients, and local partners. Our role has been to create foundational training at program launch and then provide continuous learning opportunities informed by monitoring data and evolving HUD guidance. This approach ensures staff are confident, consistent, and equipped to manage federal funds effectively over time.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (*training for case managers and program supervisors on SOPs, compliance, and file management*)

Puerto Rico DOH – City Revitalization Program – \$1.298B (*capacity building for municipal subrecipients and staff to manage recovery programs effectively*)

Richland County, SC – CDBG-DR – \$30.8M (*developed training resources for staff on case reviews and compliance processes*)

Maui County, HI – Housing & Recovery Services – \$1.6B (*developed initial training and capacity-building materials in support of Action Plan launch*)

Lesson Learned

Training is not a one-time event but a continuous process that evolves as programs mature. **By linking training updates to lessons learned from monitoring and policy refinements, grantees can close knowledge gaps before they become systemic issues.** The most effective training also focuses on building local capacity so recovery expertise remains in place long after consultants leave.

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

Relocation is one of the most sensitive aspects of disaster recovery because it directly affects families and businesses already under stress. Tetra Tech's role is to help the State design, implement, and oversee relocation programs that comply with the Uniform Relocation Act (URA) and Temporary Relocation Assistance (TRA) requirements while minimizing disruption for applicants. Our focus is on making sure households are treated fairly, consistently, and equitably, with relocation activities clearly documented and fully defensible to HUD. For Helene, relocation could arise across housing, infrastructure, and economic revitalization programs making accurate policies and transparent execution essential.

Spotlight on Task Startup

At the start of a relocation-focused task order, we plan to take the following steps:

- 1 Review existing relocation policies and notices to confirm alignment with URA requirements.
- 2 Develop standardized templates and workflows for eligibility determinations, benefit calculations, and relocation notices.
- 3 Establish a relocation compliance log to track all actions and ensure files are complete and audit-ready.
- 4 Provide staff and subrecipient training on how to calculate benefits, issue notices, and document activities to HUD's standards.

This startup process ensures relocation activities are implemented consistently and compliantly from the outset, minimizing risks of findings or appeals.

Quality and Timeliness Quality is ensured through standardized review protocols, peer checks, and QA/QC on every relocation file, with benefit calculations and notices double-checked for accuracy and compliance. Timeliness is achieved by aligning relocation steps with project milestones – so households receive the required assistance without delaying construction or service delivery. **Our experience shows that when relocation is approached as both a compliance requirement and a human process, programs avoid findings, reduce appeals, and preserve public trust while keeping recovery on schedule.**

Fair and Compliant Relocation

Relocation assistance is one of the most sensitive aspects of disaster recovery, requiring both compassion and precision. The Tetra Tech team has supported relocation and URA compliance across housing and infrastructure programs in multiple states, ensuring households receive fair treatment while projects advance without delay. This experience positions Tetra Tech to help North Carolina provide transparent and compliant relocation support under Helene.

Task 13 Experience

We have supported grantees in developing relocation programs that comply with the Uniform Relocation Act (URA) and Temporary Relocation Assistance (TRA) requirements. Our work has included drafting policies and SOPs, training staff on relocation rules, and providing case management support to ensure displaced households are treated fairly and equitably. These services help programs maintain HUD compliance while minimizing disruption for families and businesses.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (*URA compliance and relocation case management for families impacted by buyout and reconstruction programs*) **Over 595 homes served through mandatory buyout**

Puerto Rico DOH – City Revitalization Program – \$1.298B (*relocation compliance support tied to revitalization and housing recovery projects*)

Lexington County, SC – CDBG-DR – \$16.3M (*relocation support and compliance for housing recovery projects*)

Richland County, SC – CDBG-DR – \$30.8M (*TRA processes and compliance reviews for flood recovery assistance*)

Lesson Learned

Relocation is often one of the most sensitive aspects of disaster recovery, where technical compliance and human impact converge. Programs are most successful when relocation policies are written in plain language, case managers are trained to explain benefits clearly, and families are given consistent support throughout the process. This combination reduces disputes, prevents findings, and helps families transition with dignity.

TASK 14 – Communication, Public Information, and Outreach Support

The biggest flaw in communication is assuming that it has occurred. Saying something once is not the same as being understood, especially in disaster recovery where survivors are under stress and information can be overwhelming. People receive information in different ways – written, visual, verbal, or digital – and no single channel can reach everyone.

Tetra Tech understands that our role is to strengthen the State's communication and outreach so that every survivor has access to clear, timely, and understandable program information. For Helene recovery, this means using multiple channels, keeping content in plain language, and ensuring materials are accessible to all households. Effective communication builds trust, reduces confusion, and enables full participation in recovery programs.

Spotlight on Task Startup

At the beginning of a communication and outreach task order, we plan to take the following steps:

- 1 Review the State's branding and messaging guidelines to ensure materials are consistent and compliant.
- 2 Develop templates and plain-language materials such as FAQs, fact sheets, flyers, and web content tailored to impacted audiences.
- 3 Establish a multilingual and accessibility plan to ensure outreach reaches diverse communities, including those with limited English proficiency or limited internet access.
- 4 Launch a tracking system to log public meetings, outreach events, and stakeholder engagement activities for audit readiness.

These startup actions ensure the State has consistent, compliant messaging tools and outreach processes in place before program launch.

Quality and Timeliness

Tetra Tech ensures quality by grounding all communication in accurate program information while presenting it in clear, concise, and accessible formats. Every draft undergoes QA/QC reviews for clarity, consistency, and compliance with HUD requirements. To support timeliness, we leverage pre-developed templates and proven outreach strategies, enabling campaigns to launch quickly after activation. **Most importantly, communication is treated as a continuous process, not a one-time release.** Feedback from applicants, data from monitoring, and questions raised in the field all inform updates to outreach materials. This ensures that communication remains accurate, relevant, and accessible – helping North Carolina maintain public trust, reduce errors, and keep Helene recovery programs moving forward.

Task 14 Experience

We have helped grantees design and implement communication and outreach strategies that ensure disaster survivors understand program eligibility, application steps, and available resources. Our work has included developing plain-language materials, building multilingual outreach plans, and deploying communication

Communication that Builds Trust

Recovery programs succeed when survivors know how to access them and feel confident in the process. The Tetra Tech team has supported multilingual outreach, public engagement, and program communication for federally funded recovery programs across the country. This expertise positions Tetra Tech to help North Carolina deliver communications that are clear, inclusive, and trusted during Helene recovery.

across multiple channels to reach vulnerable populations. Effective communication not only supports compliance with HUD requirements but also builds trust and drives participation in recovery programs.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (*outreach campaigns and public information support for housing and infrastructure programs*)

Puerto Rico DOH – City Revitalization Program – \$1.298B (*developed multilingual outreach strategies and accessible communication materials*)

Lexington County, SC – CDBG-DR – \$16.3M (*communication and outreach support for housing recovery applicants*)

Monroe County, FL – CDBG-DR Buyouts – \$15M (*public information and outreach to ensure homeowner participation in voluntary buyout program*)

Lesson Learned

The biggest flaw in communication is assuming it has occurred. Survivors absorb information differently – some prefer written materials, others need visuals, face-to-face engagement, or digital media. The strongest programs deliver clear, concise, and consistent messages across every channel, while also providing FAQs and resources for deeper understanding. By treating communication as a two-way process that listens as well as informs, grantees reduce confusion, increase participation, and strengthen public trust.

TASK 15 – Grant Management

Grant management in disaster recovery is complex, spanning subrecipient contracting, financial oversight, performance tracking, and closeout. Our role is to help the State manage these moving parts effectively and in compliance with HUD requirements. While high-level systems and reports are essential, effective grant management also requires leaders to engage with staff directly, surfacing challenges and solving problems as they arise. When staff clearly understand the mission and the program's priorities, they can make the right decisions at every level, ensuring that grants remain both compliant and effective.

Spotlight on Task Startup

At the start of a grant management task order, we plan to take the following steps:

- 1 Review current grant files and workflows to assess compliance with HUD requirements and identify gaps.
- 2 Set up standardized tools for subrecipient management, including contract templates, monitoring checklists, and reimbursement review forms.
- 3 Align grant management documentation with DRGR reporting requirements to ensure consistency between financial systems and HUD's system of record.
- 4 Provide orientation or refresher training for State staff and subrecipients on key compliance topics such as allowable costs, drawdowns, and reporting deadlines.

These actions create immediate structure and transparency, allowing the State to manage subrecipient contracts and grant activities without delays.

Quality and Timeliness

Quality in grant management is not a checkpoint but a daily practice. It is achieved by embedding compliance reviews into routine operations and by approaching every day as an opportunity to improve processes. **This continuous effort ensures that files remain defensible, and staff remain aligned with program priorities from award through closeout.** Timeliness is supported by aligning reviews and reporting cycles with HUD and State calendars, and by empowering staff to make sound decisions at the right moment. By focusing on steady progress and consistent execution, rather than waiting for perfect conditions, programs maintain momentum and deliver results without compromising compliance.

Task 15 Experience

We have supported grantees in managing multi-million and multi-billion CDBG-DR and CDBG-MIT grants, ensuring funds are tracked, reported, and disbursed in compliance with HUD requirements. Our work has included setting up financial management systems, managing drawdowns in DRGR, and aligning program expenditures with approved Action Plans. Effective grant management provides transparency, prevents audit findings, and keeps recovery funds flowing to communities without interruption.

Strengthening Grant Oversight

Grant management provides the backbone of accountability for disaster recovery programs. The Tetra Tech team has managed CDBG-DR and FEMA grant portfolios in multiple states, supporting billions in funding with timely reporting and strong compliance. This expertise positions Tetra Tech to help North Carolina strengthen oversight and keep Helene recovery programs on track.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (grant management support including DRGR reporting, drawdown tracking, and compliance reviews)

Puerto Rico DOH – City Revitalization Program – \$1.298B (portfolio-wide grant management and financial oversight for housing and infrastructure activities)

Richland County, SC – CDBG-DR – \$30.8M (grant management and financial compliance for flood recovery programs)

Lexington County, SC – CDBG-DR – \$16.3M (grant management support for housing and infrastructure recovery projects)

Lesson Learned

Grant management is most effective when financial tracking, compliance checks, and program operations are integrated into a single system. By embedding compliance into drawdowns and reporting from the start, grantees reduce the risk of audit findings and ensure funds are available when communities need them most. Transparent, well-managed grants strengthen both program efficiency and public trust.

TASK 16 – Technical Systems Specification & Project Management

When activated for this task, Tetra Tech understands that our role is to provide staffing support to help the State define, document, and manage technical system specifications and project management functions. These activities ensure that the State's System of Record and related tools are aligned with program workflows, HUD requirements, and user needs. For Helene recovery, well-defined systems and project management practices are essential to keep programs efficient, compliant, and transparent.

Spotlight on Task Startup

At the outset of a systems specification and project management task order, we plan to take the following steps:

- 1 Review current and planned workflows to identify where automation or system integration is needed to support compliance.
- 2 Develop technical specification documents that capture program requirements, including eligibility checks, DOB calculations, and reporting functions.
- 3 Establish a project management framework for system implementation, including timelines, deliverable tracking, and coordination with the system vendor.
- 4 Facilitate user requirement workshops with State staff to confirm that workflows are practical and aligned with day-to-day operations.

These startup activities ensure that system specifications are accurate, compliant, and ready for implementation by the system vendor.

Quality and Timeliness

Tetra Tech ensures quality by validating workflows and specifications against HUD requirements, minimizing the risk of compliance issues once systems are operational. All technical documentation will be version-controlled and reviewed for accuracy and usability. Timeliness will be supported by aligning system specification work with program launch schedules and delivering draft documents quickly for State review.

Task 16 Experience

Our team brings deep expertise in designing and managing technical systems that support federally funded recovery programs. We have successfully partnered with clients to **define, document, and operationalize Systems of Record (SORs)** that meet complex regulatory, reporting, and operational requirements.

Representative Programs

Harris County, TX (Hurricane Harvey) – \$1.2B (*designed RecoveryTrac the system of record to administer their allocation, maintains over 4,000 project cases and corresponding retention and reporting requirements*)

Richland County, SC – CDBG-DR – \$30.8M (*system of record developed for financial compliance for flood recovery programs*)

Lexington County, SC – CDBG-DR – \$16.3M (*system of record developed for grant management support for housing and infrastructure recovery projects*)

Bridging Programs and Technology

The Tetra Tech team has translated complex program requirements into technical specifications for disaster recovery systems in multiple states, ensuring functionality supports compliance and day-to-day needs. This experience positions Tetra Tech to help North Carolina connect its recovery programs to reliable, user-friendly systems under Helene.

TASK 17 – Environmental Review

Tetra Tech understands that our role is to provide staffing support to complete environmental reviews in compliance with HUD's requirements under 24 CFR Part 58. These reviews are essential for ensuring projects funded by CDBG-DR meet the National Environmental Policy Act (NEPA) and all related federal and state environmental regulations. For Helene recovery, timely and defensible environmental reviews are critical to launching housing, infrastructure, and economic revitalization projects without delay. Preliminary review of State's action plan shows the possibility of 120 required Environmental Assessments (EA) and 2,885 Tier II's.

Spotlight on Task Startup

At the start of an environmental review task order, we plan to take the following steps:

- 1** Review the project pipeline to determine the appropriate level of review for each activity (exempt, CENST, CEST, EA, or EIS).
- 2** Stand up templates and checklists for Environmental Review Records (ERRs), ensuring consistency across files.

Experienced Environmental Reviewers

Environmental review is a gateway to project implementation. The Tetra Tech team has completed tens of thousands of HUD-compliant environmental reviews nationwide, combining technical expertise with program knowledge to produce timely, defensible ERRs. This experience positions Tetra Tech to help North Carolina keep Helene recovery projects moving forward while meeting all federal requirements.

- 3 Coordinate with State staff, subrecipients, and consulting agencies to confirm consultation requirements (e.g., SHPO, USFWS, EPA).
- 4 Deploy qualified staff to perform site inspections and geospatial analysis to support efficient, accurate reviews. 17 inspection crews were mobilized and trained in the first week after NTP.

This structured startup ensures environmental compliance is addressed early in project delivery, reducing risks of delays or disallowed costs.

Quality and Timeliness

Tetra Tech ensures quality by applying established review protocols, peer checks, and QA/QC processes to every ERR. Each file will include complete documentation of consultations, maps, and determinations, ensuring it is defensible to HUD. Timeliness will be supported through efficient fieldwork scheduling, concurrent data collection, and rapid production of draft ERRs for State review, allowing projects to move forward without unnecessary delays.

Task 17 Experience

We have supported grantees in conducting environmental reviews for housing, infrastructure, and mitigation projects under CDBG-DR and CDBG-MIT. Our work has included preparing environmental assessments, coordinating with regulatory agencies, and training staff on compliance with NEPA, HUD Part 58, and related federal and state requirements. Effective environmental review ensures projects move forward quickly while protecting communities and meeting federal standards.

Representative Programs

Puerto Rico DOH – Vivienda CDBG-DR – multi-billion
(environmental reviews for more than 10,000 housing projects across the island)

Puerto Rico DOH – City Revitalization Program – \$1.298B
(environmental assessments and compliance reviews for large-scale revitalization projects)

Volusia County, FL – CDBG-DR (Transform386) – \$328.9M
(environmental reviews for housing and infrastructure recovery projects after Hurricane Ian)

New Jersey DCA – Superstorm Sandy Recovery – \$4.2B
(environmental review services for housing and infrastructure programs across the state)

State of Louisiana- 2016 Floods Restore Program – \$1.3B
(environmental review services for housing and infrastructure programs across the state, completed over 26,000 Tier II reviews in 6 months)

Lesson Learned

Environmental review is often viewed as a bottleneck that requires additional time to complete but delays usually come from unclear guidance or poor coordination. By standardizing documentation, engaging agencies early, and training staff on compliance, grantees can complete reviews faster without cutting corners. This proactive approach reduces project delays, minimizes risk, helps to set clear expectations, and ensures recovery projects are both compliant and resilient.

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

Tetra Tech provides full-spectrum CDBG-DR compliance and monitoring support designed for direct grantees managing complex, multi-year recovery programs. Our approach for North Carolina will be tailored to the State's structure, workflows, and policies, reinforcing its internal controls and ensuring compliance with 2 CFR Part 200, applicable HUD cross-cutting regulations, and the governing Federal Register notice.

We begin by working with the State to develop a Compliance and Monitoring Plan that maps out:

- All program activities subject to compliance review
- Internal and external roles (State vs. vendor vs. contractor)
- Timing and format of fiscal and programmatic reviews
- Standardized tools (e.g., monitoring checklists, risk assessments)
- Reporting protocols and escalation paths for findings

We will operationalize this Compliance and Monitoring plan by assigning experienced compliance staff to conduct desk reviews, field reviews, and document audits of payment packages, procurement files, DRGR entries, and contractor deliverables. These reviews and audits will be linked to predefined triggers (such as draw request submission, project milestone completion, or risk flags) to ensure timely, consistent oversight.

DRGR System Management

For DRGR system management, our team will assist the State in setting up, maintaining, and reconciling activity and financial records. This includes:

- Project and activity setup aligned with the Action Plan and budget
- Monthly reconciliation with the State's internal financial systems
- Preparing drawdowns, including linking documentation and supporting eligibility
- Drafting and submitting performance reports (QPRs, APRs) with State input
- Flagging discrepancies or rejected draws and coordinating resolution

In parallel, we will provide compliance-focused training to State staff, covering eligible cost documentation, draw request packaging, and monitoring readiness, and prepare reference materials such as DRGR user guides, procurement documentation guides, and sample checklists.

Technical Assistance on Compliance

Tetra Tech provides technical guidance on HUD compliance across all regulatory areas, including but not limited to 2 CFR Part 200, the governing Federal Registers (FR-6489-N-01; 6512-N-01), URA, procurement, and environmental review. We offer a wide range of support functions to the State as it navigates its first large-scale CDBG-DR program:

- On-call issue resolution support (e.g., DOB interpretation, procurement eligibility)
- SOP and workflow development
- One-on-one support for finance and program leads navigating compliance decisions
- Technical memos, compliance opinions, and implementation guides for HUD-defined requirements

All technical assistance is coordinated with State leadership and documented for future reference and staff continuity.

Training

Our team is available to provide structured compliance training to State staff, vendor partners, and other program users as needed. This may include role-based onboarding sessions (e.g., intake, finance, monitoring); thematic compliance sessions (e.g., DRGR use, draw documentation, Davis-Bacon); mock HUD monitoring walk-throughs; or desk guides, SOPs, and reference tools to support continuity of learning. We tailor delivery formats based on State preferences and staffing, offering in-person, live virtual, and recorded sessions as appropriate.

Reimbursement Review Guidance

We work with the State to establish a consistent, transparent reimbursement workflow that complies with HUD requirements. This includes:

- Developing or refining draw package requirements by cost category
- Reviewing all backup documentation for eligibility, allocability, and allowability
- Aligning draw documentation with contract scope, deliverables, and progress
- Reviewing and reconciling payment requests before submission in DRGR

We also help define thresholds for secondary review and clarify approval roles between departments to reduce bottlenecks and ensure accuracy.

Tetra Tech SMEs are well equipped to draft and revise program policies and procedures, ensuring alignment with the grantee's action plan and federal laws and regulations. Our SME's will review existing policies and procedures, to identify gaps, redundancies, outdated information, or areas where revisions are needed. Tetra Tech will also collaborate with various stakeholders for input, this may include collaboration with other government agencies, community organizations and residents. Our SME's will ensure compliance with related CFR sections and the Stafford Act.

Understanding Regulations and Standards

Our experts will review policies and procedures to verify that they comply with their specific grant agreements, ensuring that they are also in line with the grantee's policies and procedures, and are consistent with the applicable Federal Register notice(s) and HUD rules and guidance as well.

Stable policies and procedures are essential for a successful program. As disaster recovery programs often have policies and procedures that can rapidly change, Tetra Tech will work with the State to implement a tested and proven policy development and change control process to track open questions and requests for policy changes/modifications, which will factor in the specific grant requirements related to CDBG-DR grant awards. By formalizing this process, the State will be able to maintain a library of dated backup documentation that is needed to support analysis of each request.

Our team is composed of seasoned CDBG-DR compliance staff, each boasting decades of experience in crafting and implementing successful policies, program guidelines, application processes, and procedures. Our expertise extends far beyond theoretical knowledge; it is deeply grounded in a comprehensive understanding of the practical implications of relevant local, State of North Carolina, HUD, and federal regulations, which is

essential in developing the strong working relationships that are needed to ensure compliance with the necessary requirements.

We will work with the State to develop, implement, and document training programs for internal personnel on the policies, procedures, requirements, processes, and systems for each program. We maintain training records, historical policies, procedures, system design training materials and release notes, and administrative documentation regarding policy updates and training.

Understanding the regulations and requirements is a critical component of successful compliance, although experience in applying them in developing and implementing projects is crucial. Our experience in applying them and communicating the implications of the regulations and standards will put the State in a position to ensure that projects and programs are successful by avoiding the complications that can arise from not identifying and addressing compliance issues at an early stage.

Tracking Changes to Policies and Procedures

Tetra Tech will gather necessary data and engage in planning activities with the State to refine the existing program policies and procedures to ensure that project planning, program procedures, process frameworks, and manuals are all compliant with each proposed program. We will consistently monitor and provide updated policy information to the State, sharing best practices and recommendations learned from supporting similar efforts elsewhere.

Compliance with Regulatory Requirements

Our CDBG-DR compliance staff will apply its experience to identify issues and develop solutions that can be used to develop projects that are compliant with regulatory and local requirements. Successful projects that are CDBG-DR funded must comply at a fundamental level with critical requirements for activity eligibility, which requires detailed analysis and document review. Our compliance staff has experience with activity eligibility analysis, plus a working knowledge of the pertinent procurement and contracts planning requirements, and spotting issues related to flood zones and environmental clearance planning. Anticipating potential compliance pitfalls and developing strategies to address them is a critical component of CDBG-DR project planning. Explaining the implications of these compliance requirements in a practical and direct manner is part of the service that our Team provides, which makes problem-solving and project development work well. Our prior experience in North Carolina and in other locations means that our team has working knowledge of how to work with subrecipients to solve problems and systematically move projects ahead to the next steps.

For both critical infrastructure and public facilities projects, we schedule meetings and trainings well in advance of when construction is set to begin, in order to identify requirements and set expectations on how to comply with the pertinent federal and state regulations, as well as the program requirements. Our team has experience explaining how to comply with regulatory requirements such as Davis-Bacon and Related Acts, Section 3 of the Housing and Urban Development Act requirements, Federal Labor Standards Provisions, the application of a current Wage Determination, and contract review analysis, for example, in order to help identify compliance priorities before many issues may arise. We find that trainings and proactive discussions on how to apply regulatory requirements will result in smoother project development while helping to move projects to the next stages. Using training to set expectations and develop framework for working together to discover and address potential areas of concern in advance is a critical practice in our experience, resulting in better communication and collaborative strategies that can be applied to get projects to completion.

Risk Assessment

Tetra Tech uses a structured, repeatable risk assessment methodology to help the State proactively identify, evaluate, and manage compliance risks across its CDBG-DR portfolio. Risk assessments are an integral part of our monitoring approach and are used to inform the scope and frequency of reviews across all activities and functional areas. We begin by developing a risk rating framework in coordination with State leadership. This framework considers factors such as:

- Program type (e.g., housing, infrastructure, planning)
- Funding amount
- Complexity of delivery
- Regulatory exposure (e.g., URA, DBRA, environmental review)
- Volume and timing of draws
- Prior compliance issues or findings

Each activity or contract is scored using this framework, with ratings used to determine monitoring frequency, documentation requirements, and thresholds for additional review. High-risk items are flagged for early desk review or site visit, while lower-risk items may be subject to periodic sampling.

Findings and observations from risk-based reviews are logged in a live compliance tracker, which includes status, responsible parties, and next steps. This tracker is shared with the State's leadership and updated regularly to support oversight and internal decision-making. Our compliance team meets with State staff on a regular basis to review trends, escalate concerns, and adjust the risk plan based on real-world program changes.

This system allows the State to allocate limited compliance resources effectively, while still maintaining full coverage of all funded activities. It also creates a defensible, documented process that shows HUD and auditors that risk was managed in a structured, intentional way from the start.

Subrecipient/Contractor Monitoring

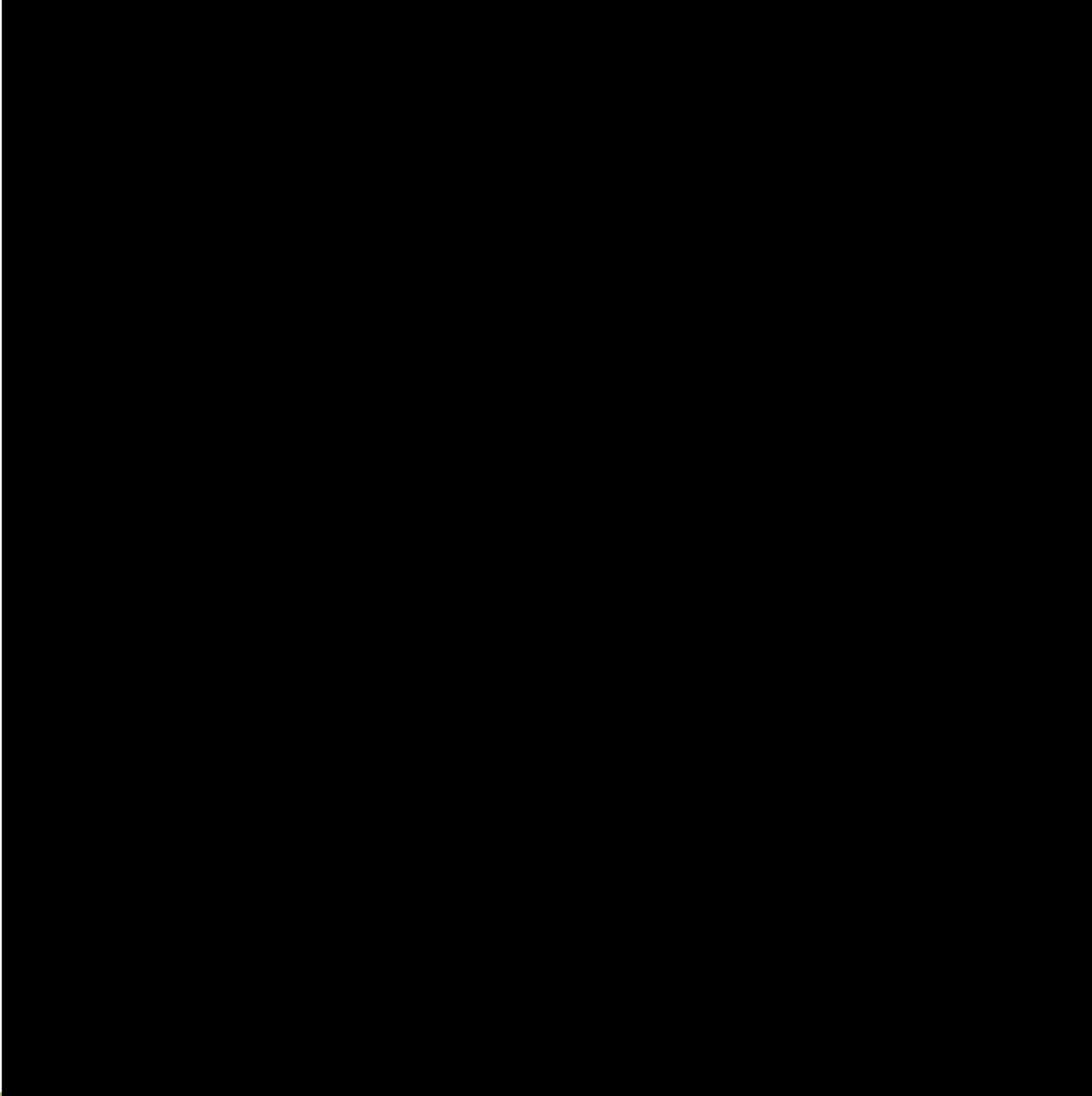
We provide oversight and documentation support for vendor and contractor monitoring in alignment with 2 CFR Part 200. We will help the State establish a monitoring plan and schedule; conduct desk and field reviews of vendor performance; confirm documentation such as contractor wage compliance, insurance, licensure, and deliverables; and validate progress for construction-related draws. Monitoring is tailored by vendor type, funding source, and program area, with tools aligned to HUD checklists and North Carolina's policies. **Tetra Tech utilizes LCPTTracker, recognized as the required DBRA software under the Bipartisan Infrastructure Law, to streamline DBRA reviews, and ensure all wage infractions are identified and resolved promptly.**

Monitoring Reports

After each monitoring activity, we prepare a formal monitoring report that includes the purpose and scope of review, documentation reviewed, observations and findings, and required corrective actions with due dates. We maintain a log of all findings and work with the State to ensure follow-up and closure. Reports are formatted to HUD standards and ready for audit or external oversight review.

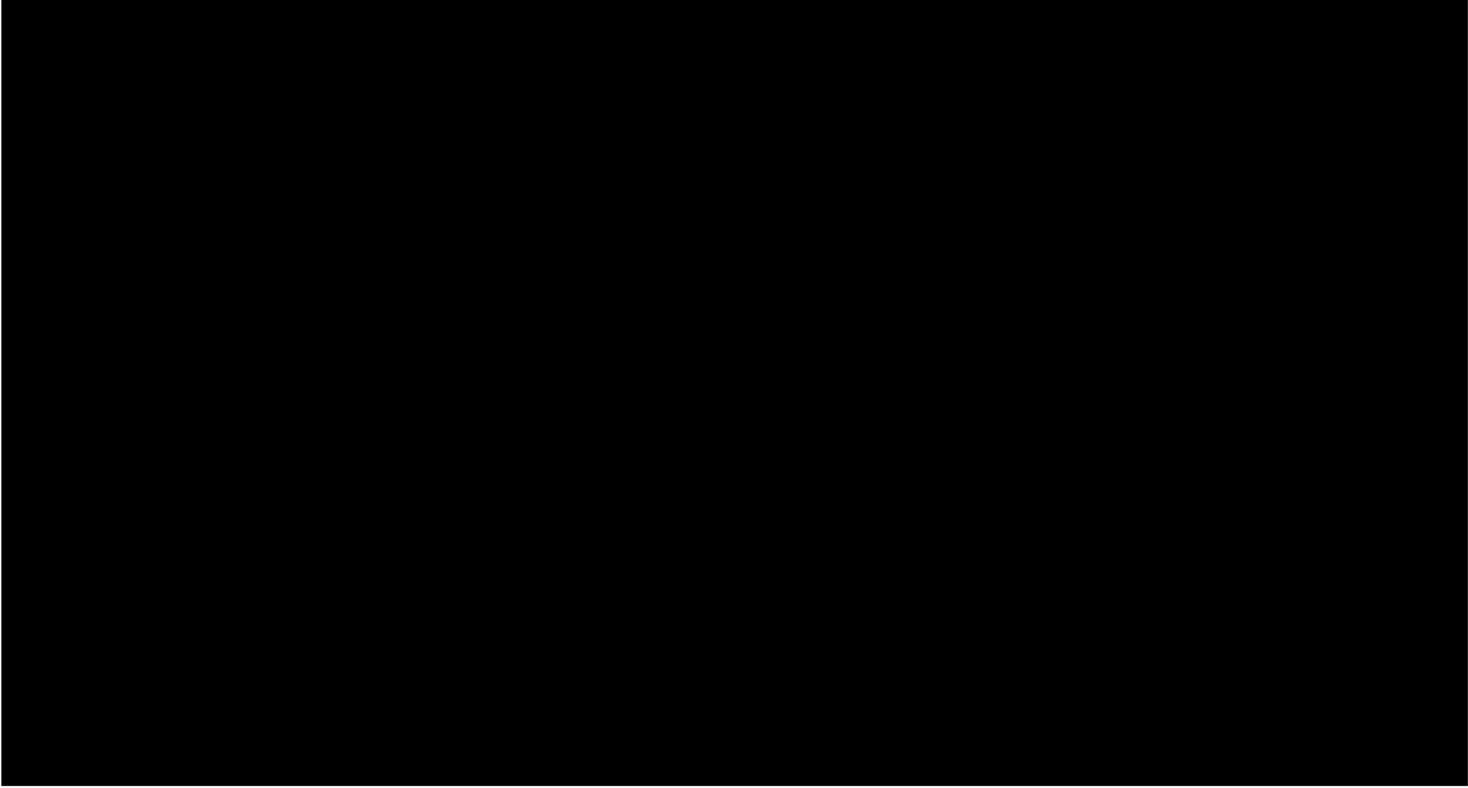
On-site Monitoring of Contractors

Tetra Tech's approach to on-site monitoring of contractors is designed to monitor and validate compliance with federal regulations and State policies. Our structured process is aimed at proactively identifying and addressing compliance issues to support efficient and effective project execution. We plan to carry out this critical task with ten detailed steps:



Monitoring Checklists and Reports

Tetra Tech will develop and utilize detailed monitoring checklists and reports to track progress, identify deficiencies, and ensure compliance with all applicable regulations. Our approach is summarized below.



Quality Control Program

Our quality control program is managed by a dedicated Compliance and Monitoring Lead who oversees the full lifecycle of quality activities across the project. This individual serves as the central point of contact for compliance reporting, internal file review protocols, coordination with program staff, and communication with the State's designated compliance personnel. Supporting the QC Lead is a team of embedded reviewers aligned by program area, who conduct specialized reviews and validations based on the technical nuances of each activity type.

Responsibilities for quality control are clearly delineated. Our QC reviewers handle case- and program-level validation, while team leads and supervisors provide coaching and support when corrections or retraining are needed. The QC team coordinates directly with State staff to ensure that review protocols and escalation procedures align with internal oversight expectations.

Internal Quality Control Processes

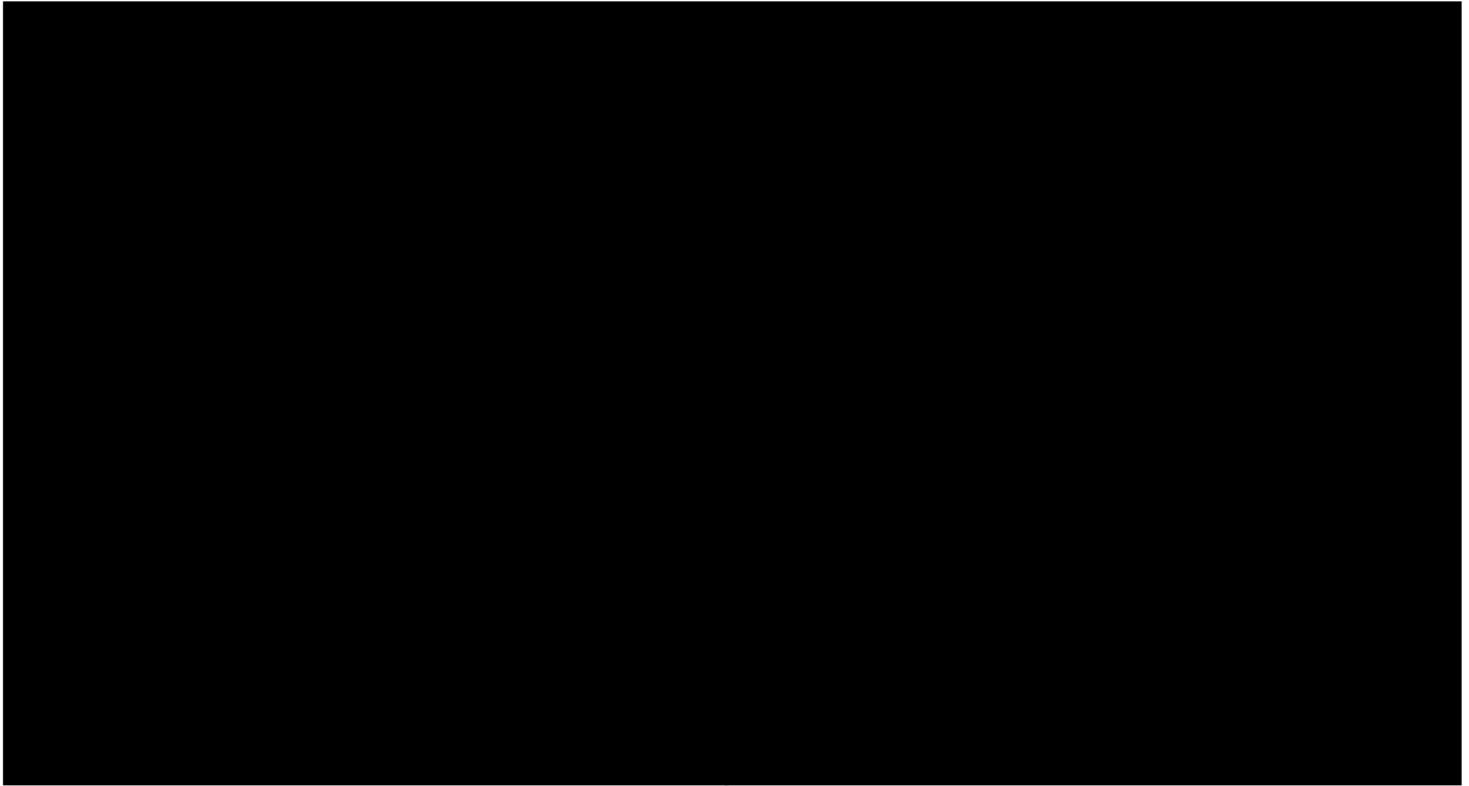
Quality control begins within our own delivery systems. From the moment a case is created or a draw request is initiated, our internal workflows incorporate compliance safeguards and validation requirements. Each process is supported by standardized review tools linked to HUD regulations, including eligibility checklists, DOB calculation validations, and environmental documentation templates.

As staff work through cases or program tasks, the system of record (SOR) enforces logic rules that prevent incomplete or noncompliant actions from advancing. For example, eligibility cannot be approved without required income documentation, and a draw cannot be submitted unless the associated inspection and cost

reasonableness review is complete. Our QC reviewers conduct routine audits of these actions and escalate concerns as needed. These protocols are reinforced through version-controlled SOPs and internal job aids, which are updated regularly to reflect HUD guidance and programmatic adjustments.

Program-Specific Application of Quality Control

Our QC approach varies by program type to reflect the distinct compliance risks and documentation requirements associated with each, as summarized below with the sample components our QC processes address.



Systems and Tools for Quality Control Tracking

All QC activity is tracked using centralized systems that allow our team and State partners to monitor findings, follow up on corrections, and identify recurring issues. The SOR includes validation rules that enforce compliance at the data entry level, while our QC issue log records all findings, categorized by case ID, issue type, assigned staff, and resolution status.

We produce monthly QC reports that summarize activities by program area, including pass/fail rates, recurring error types, training referrals, and procedural recommendations. These reports are shared with State staff and used during recurring leadership check-ins to inform policy updates and workflow adjustments.

Additionally, our team maintains a training tracker that links individual or team-level findings to training delivery, ensuring that our corrective actions are documented and aligned with program goals.

Field-Based Quality Control

Quality control extends beyond digital systems and documentation. In housing and infrastructure activities, field QC is essential to ensure that what's documented reflects what's actually happening on the ground. Tetra Tech conducts on-site inspections, contractor oversight visits, and construction progress reviews to validate draw request support and completion milestones. Our field staff verify that work meets program specifications, confirm environmental conditions, collect photographic and GPS documentation, and review compliance with

Davis-Bacon requirements. Relocation staff validate URA documentation and confirm that benefits have been appropriately calculated and disbursed. These findings are uploaded into the SOR and linked to the relevant program records for transparency and audit readiness.

Alignment with HUD and Federal Compliance Standards

All quality control procedures are designed to reflect the compliance requirements of HUD's CDBG-DR program and are mapped to federal regulations including 2 CFR Part 200, 24 CFR Part 58, and the governing Federal Register notices for the State's DR allocation. Our procedures incorporate HUD's published monitoring checklists and reflect the expectations of both federal and state oversight bodies. Our QC team maintains ongoing awareness of changes to HUD guidance, including new waivers, updates to DOB procedures, and amendments to Federal Register notices. We proactively adjust SOPs, job aids, and review tools accordingly, ensuring that the State's program remains fully compliant and well-positioned for any upcoming HUD monitoring visit or audit.

Staffing Capacity and Ability to Scale

Tetra Tech is committed to delivering comprehensive and effective CDBG-DR support for North Carolina Department of Commerce by leveraging our extensive resources, expertise, and proven methodologies. Our detailed approach to resource management is designed to ensure the efficient and timely completion of all project tasks while maintaining the highest standards of quality and compliance.

Tetra Tech has an outstanding reputation for completing projects on time and within budget. It is our practice to review our projected workload and assess staffing requirements on a continuous basis to make sure we provide responsive service to our clients. We have thoroughly read and understand the requirements in the project Scope of Work, and we are prepared to deliver these tasks with an appropriate level of commitment from our staff. For our key personnel, this means up to 100% commitment to the proposed scope of work. Our anticipated resourcing plan rightfully assumes that the CDBG-DR programs will be the number one priority for every team member brought to this project. **We are committed to providing a consistent and dedicated team to perform this critical work.**

We understand that specialized support positions such as safety inspectors, GIS analysts, architects, and others may be needed on a cyclical or as-needed basis, and we will balance workload across this scope of work and other existing commitments. As a provider of similar services for other grantees, we have the ability to quickly relocate experienced personnel to these projects, either temporarily or permanently.

Staffing and Resource Allocation

Our strategy for managing workload is simple: we make initial work assignments based on expected task durations and volume, we monitor progress, and make quick adjustments when things shift.

We rely on our system of record to do more than track progress. Data reports flag when tasks are aging, which alerts program leads when staff are overloaded and helps redistribute work where needed. Program leads can check production dashboards daily and use them to keep things moving. If volume increases beyond projections, we can scale up quickly. For field-based work such as inspections, staffing levels are developed based on actual case locations and not just staffing-to-project ratios on paper.

If we start to see patterns like backlogs in one part of the process or low throughput, we review the data, talk to staff, and act to fix what's not working. Whether it's shifting staff, updating a policy, or refining a system process, we take a hands on approach to managing workloads.

Proven Ability to Respond to Multiple Simultaneous Contract Commitments

While Tetra Tech is an organization of over 30,000 employees with the capability to mobilize for numerous communities, we are very careful not to overextend our staff and resource capability to ensure that we can successfully meet our clients' expectations. **Upon careful consideration of these contractual obligations and the capacity of our logistics, equipment, staffing, and ability to mobilize across North Carolina, we certify that the State will receive our full commitment to always ensure this contract's success. Moreover, we are intentionally assessing future engagements in the area to ensure that we can successfully respond and deliver with dedicated attention once awarded the work.** As elaborated throughout this proposal, we have the existing staff, systems, and policies needed to respond to the State's needs rapidly and effectively.

Due to the nature and deep pool of resources of our firm, we can scale to meet the State's need regardless of size or scope of work. As demonstrated by our prior success in multiple simultaneous activations across the country, Tetra Tech's size, depth, and breadth of resources have consistently proven to be an asset for our clients.

Tetra Tech has **never failed to respond to our clients' deployment and mobilization needs**, regardless of location, scope, or disaster. In 2024, Tetra Tech successfully deployed more than 4,000 field staff throughout Florida, Georgia, South Carolina, Tennessee, and Virginia in response to Hurricanes Helene and Milton.

Alignment with Type of Work to be Performed

Tetra Tech has assembled a team whose skills and experience directly match the scope of services required under this engagement. Our proposed staff include subject matter experts in CDBG and CDBG-DR compliance, grant management specialists, and program managers with hands-on experience guiding communities through federally funded recovery and mitigation projects. Each team member is assigned based on their proven expertise in the specific tasks they will perform, ensuring efficient delivery, regulatory compliance, and high-quality outcomes.

Managing Workload

Having a bird's eye view of the overall program's heartbeat will allow Tetra Tech to immediately pivot and shift focus to a particular program area, and redirect traffic by reviewing the need for additional staffing. By doing this we get ahead of potential program or staff performance issues.



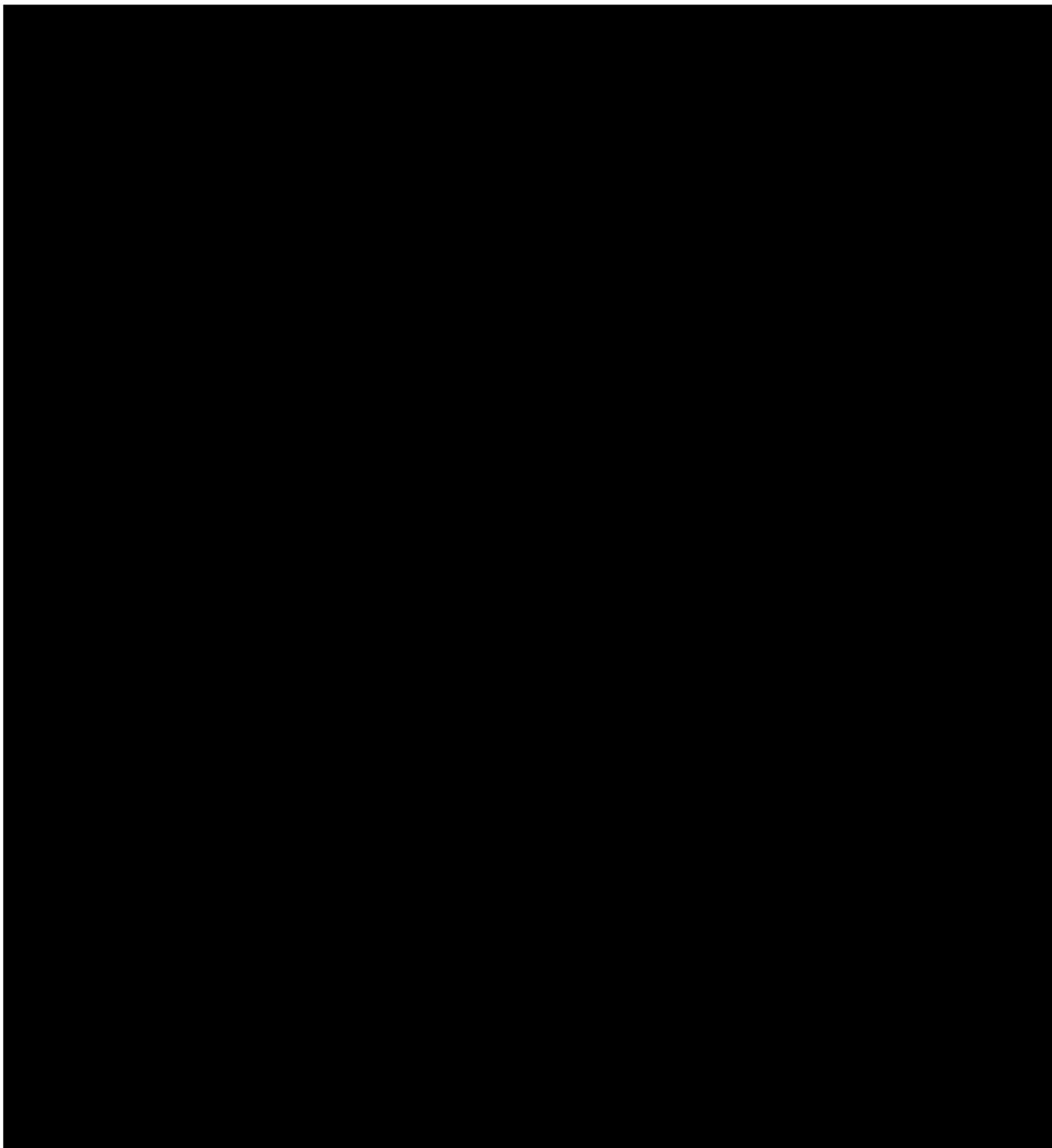
TETRA TECH

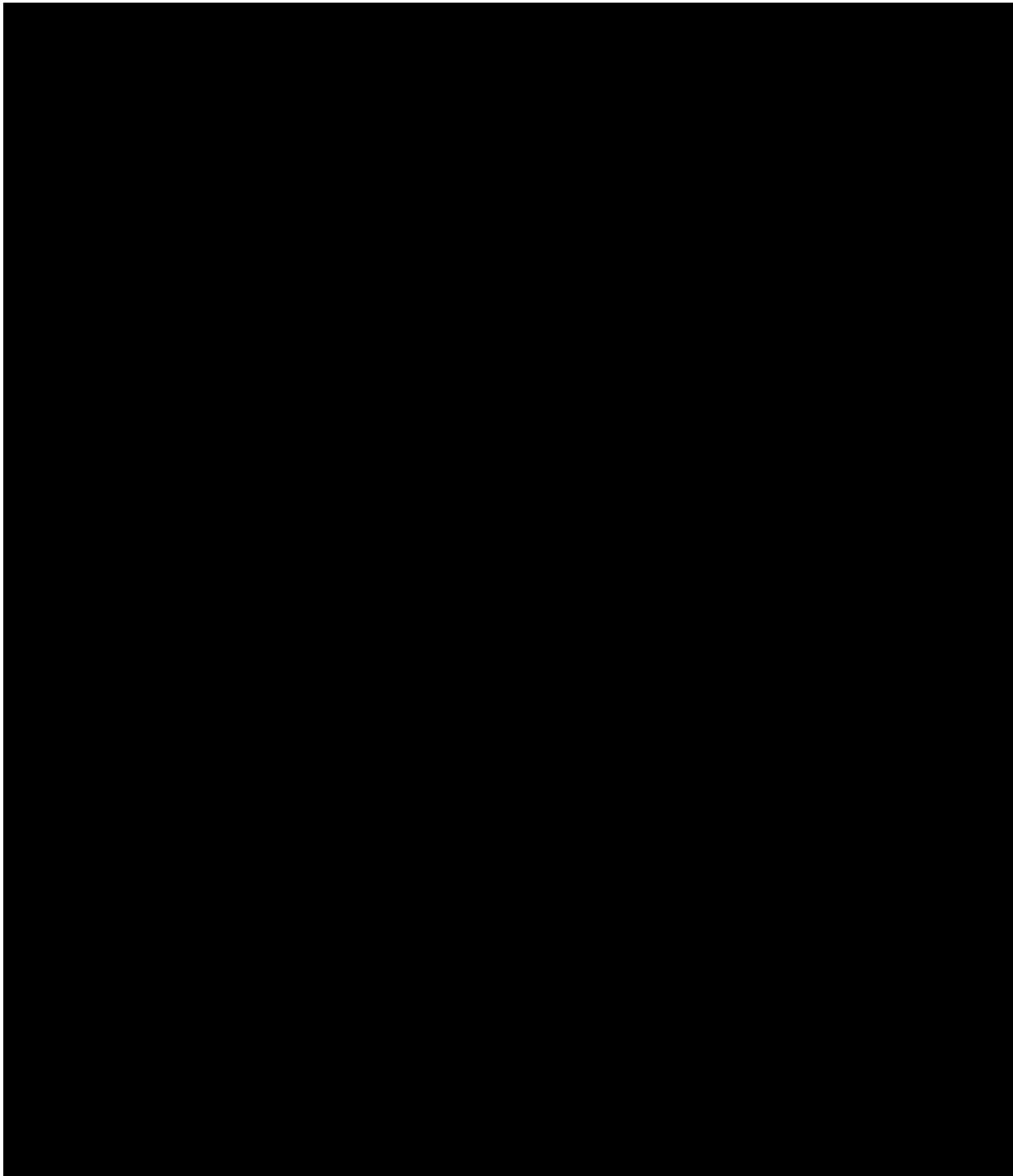


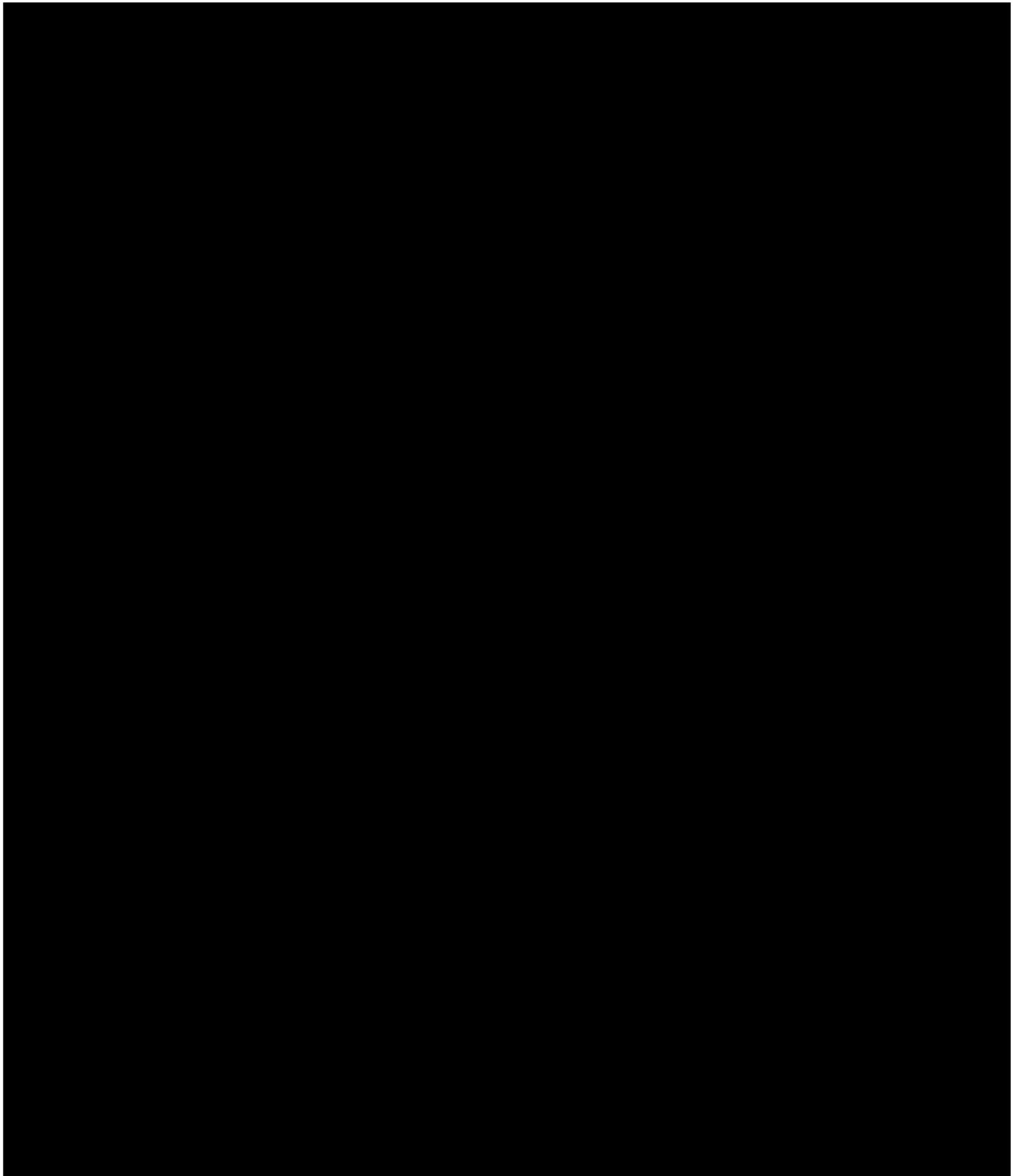
Tab 5

Resumes and Bios

In the following pages, Tetra Tech has provided resumes for the proposed key personnel who will lead and support delivery of this engagement. These individuals, identified in **bold green** within the tables below, represent the core team selected for their relevant expertise and experience. Resumes for additional qualified personnel can be provided upon request to demonstrate the depth and scalability of Tetra Tech's team.









13YEARS OF
EXPERIENCE

Areas of Expertise

Risk Assessment and Internal Controls

Compliance Auditing

Federal Grants Management

State and Local Government Consulting

Disaster Recovery Programs

Strategic Business Development

Bilingual Communication
(Spanish and English)

Grant Experience

FEMA PA

FEMA Hazard Mitigation

HUD CDBG-DR

ARPA

CSLFRF

CAA

Key Training/Certifications

Certified Internal Auditor (CIA),
The Institute of Internal Auditors

Certified Fraud Examiner (CFE),
Association of Certified Fraud Examiners

FEMA Professional Development Series Certificate

Education

University of Puerto Rico,
Bachelor of Science in Business Administration, Majors in Accounting and Marketing, 2011

EXPERIENCE SUMMARY

Mr. Walter Banch is a seasoned grants management professional with over a decade of experience in federal grants compliance, disaster recovery programs, and risk assessment. His expertise includes FEMA Public Assistance, FEMA Hazard Mitigation, and American Rescue Plan Act programs, among others. Walter's extensive background spans providing strategic guidance to state and local governments, mentoring project teams, and enhancing client satisfaction through meticulous oversight of project deliverables. He is a Certified Internal Auditor and Certified Fraud Examiner, skilled in developing solutions tailored to the unique needs of public sector clients. Walter's bilingual proficiency in Spanish further enables him to communicate effectively with diverse stakeholders, ensuring project success.

RELEVANT EXPERIENCE

Regional Program Manager (December 2024 – Present)

Tetra Tech, Inc.

In this role, Walter manages aspects of business development and client relations, including performing market assessments, client identification, and matching client needs with Tetra Tech's technical capabilities. His key responsibilities include:

- Develop business opportunities that meet Tetra Tech goals and objectives at a national or regional level.
- Work closely with Tetra Tech technical staff to deliver high-quality, cost-effective work products for our clients.
- Preparing proposals, project cost estimates, and client interview documents.
- Successfully assist target clients in the planning and timely implementation of their projects.
- Communicate with senior leadership staff from clients including elected officials.
- Interface with federal, state and local officials as required to support clients' needs.
- Identify and resolve issues and conflicts.
- Support other Tetra Tech staff assigned to projects.
- Conduct activities in line with internal procedures, legislation, and industry standards.

Consulting Director – Grants Management Practice (August – September 2024)**RSM US, LLP**

In this role, Walter focused on business development, strategy formulation, and implementation. Leveraged experience and technical expertise while further enhancing leadership and practice management skills. Continued to execute several Consulting Manager level responsibilities, with a particular emphasis on quality assurance and control for federal grants management projects (focused on disaster recovery programs), ensuring alignment with client expectations and company risk mitigation strategies. Key responsibilities included:

- Acted as a trusted advisor to clients in the state and local government sector, utilizing technical, industry, and risk advisory expertise to address emerging trends and risks.
- Led account communication strategies to ensure compliance with established reporting protocols, managing complex relationship issues with sound judgment.
- Maintained key relationships with stakeholders and prospects, overseeing project deliverables and engagement economics to improve financial performance.
- Developed proposals, project cost estimates, and client interview documentation. Managed various aspects of business development and client relations, including conducting market assessments, identifying potential clients, and aligning client needs with company offerings with overall goal of driving growth.
- Conducted thorough final reviews of engagement work, ensuring quality and alignment with objectives.
- Engaged with industry associations, conferences, and events to strengthen relationships within the emergency management sector.
- Communicated effectively with prospects and potential partners to assess needs and develop project scopes, delivery plans, and budgets.
- Motivated and mentored teams to foster a culture of trust, innovation, and diverse perspectives, assigning roles that maximize expertise and support long-term career aspirations.
- Encouraged open feedback and committed to self-development in response to constructive criticism.

Consulting Manager – Grants Management Practice (August 2019 – July 2024)**RSM US, LLP**

Continued to enhance expertise in federal grants management, specializing in disaster recovery grants. Developed subject matter knowledge in FEMA's Public Assistance (FEMA PA), FEMA Hazard Mitigation (FEMA HMG) grant programs, and HUD's Community Development Block Grant Disaster Recovery (CDBG-DR), overseeing the process from project formulation to closeout for state and local governments. Demonstrated technical acumen by facilitating training sessions and workshops for government officials on disaster recovery programs and federal grant procurement requirements outlined in the Uniform Guidance (2 CFR Part 200).

Provided grant monitoring and compliance services to government agencies receiving funding from the Consolidated Appropriations Act (CAA), U.S. Treasury, American Rescue Plan Act (ARPA), and Coronavirus State and Local Recovery Funds (CSLRF). As the company national leader for disaster recovery strategy growth, implemented initiatives that significantly expanded the practice by building new connections through networking, personal branding, and establishing trust with clients. Key responsibilities included:

- Analyzed complex challenges and proposed innovative solutions using industry insights and business acumen.

- Enhanced client engagement by identifying and sharing relevant thought leadership within the state and local government sector.
- Cultivated relationships with key stakeholders and executives to promote collaboration with external partners.
- Developed proposals, project cost estimates, and client interview documentation. Managed various aspects of business development and client relations, including conducting market assessments, identifying potential clients, and aligning client needs with company offerings with overall goal of driving growth.
- Led risk assessments and developed comprehensive work plans to evaluate compliance with agreements and regulations.
- Reviewed various deliverables, providing recommendations for improvements to grant recipients and subrecipients.
- Managed engagement economics, including billing, collections, and subcontractor oversight.
- Implemented delegation strategies to effectively oversee multiple clients and projects nationally.
- Recruited and mentored team members, aligning growth opportunities with their potential and aspirations.

Consulting Supervisor – SOX and Grants Management Practice (October 2017 – July 2019)

RSM US, LLP

Planned and executed Sarbanes-Oxley and FDICIA compliance testing, as well as various operational audits, specializing in timekeeping and payroll assessments for multiple large clients across diverse industries. Transitioned into a role that involved assuming responsibilities of a consulting manager, including project management and fostering relationships with key stakeholders and executives at the client level. This role was recognized as a pivotal step in developing the skills necessary for future managerial positions. After two months into role, shifted focus from commercial industry clients to state and local government, concentrating on federal grants management with an emphasis on emergency management / disaster recovery. Developed training materials and work plans for review by senior project team members. Conducted first-level reviews of work completed by junior team members and subcontractors, ensuring accuracy, completeness, and well-reasoned conclusions while verifying compliance with grant program requirements and applicable federal, state, and local regulations. Reviewed client draft deliverables prior to submission to senior team members for further review and client acceptance.

Consulting Senior – Internal Audit and SOX (October 2015 – September 2017)

RSM US, LLP

Planned and executed Sarbanes-Oxley/FDICIA compliance testing, and multiple types of operational audits with an expertise in timekeeping and payroll assessments, for several large clients across different industries. Activities included: risk assessment assistance and ongoing compliance efforts, documentation of core business processes, identifying critical financial statement controls, assess processes against standard operating procedures and best practices, assessing compliance with applicable laws and regulations, evaluating the fraud prevention and detection controls, developing and implementing test of operating effectiveness for transaction level and entity level controls, developing remediation plans to address control gaps/weaknesses, coordinating with external auditors on the assessment of controls and testing, and reporting of results. Assisted assisting senior and associate consultants in planning and managing engagements, conducting fieldwork, discussing findings and observations during client exit meetings, reviewing staff work papers, and preparing written audit reports. Managed time and prioritized tasks to stay on task, avoided

procrastination, and maximized productivity to deliver quality products in suitable timeframes areas while maintaining a constant awareness of the project's budgetary performance. Provided client service assistance such as advice on internal control approaches, best practices and helping clients deal with critical business issues by conducting working sessions to provide insight into areas of emerging risks and mitigation ideas and ways to improve processes and efficiency.

Audit Senior (November 2014 – July 2015)

Kevane Grant Thornton, LLP

Achieved fast-track promotion to a position of increasing challenges and responsibility as to being assigned and manage multiple complex client engagements. Audited industries served include retail, service, wholesaler, advertising, baking, hospitality, food & beverage, education, manufacturing, benefit plans and legal services. Provided training and coaching to entry level associates or interns, and refreshment trainings on specific subjects to co-workers. Assist Audit Managers/Partners on client engagement proposal, additional services and/or business development calls. Overall responsibilities remained similar to the Audit Semi-Senior position.

Audit Semi-Senior (November 2013 – October 2014)

Kevane Grant Thornton, LLP

Promoted to semi-senior associate position assigned to be in-charge of small clients' engagements. Performed audits from start to finish which includes planning, risk assessment of internal controls, budgeting, and completed audit tasks of the integrated and financial statements audit while managing to budget. Gained an understanding of the client operations and processes in order to establish the most effective test of controls and/or substantive procedures to provide a reasonable basis to form an opinion on the financial statements as whole. Performed variance and trend analysis for balance sheets, and profit and loss accounts. Provided support to the Audit Senior in more complex engagements in all phases of ongoing audits and worked alongside the Audit Manager/Partner when assigned to in-charge duty to identify and resolve any client related issue. Responsible for sending draft financial statements report and internal control letter drafts to Audit Manager/Partner. Communicated recommendations for business and process improvements during the audit fieldwork to enhance customer satisfaction. Supervised and trained audit associates during all phases of the audits and assessed their performance by identifying their strengths and areas that may need improvements.

Audit Assistant Associate (December 2011 – October 2013)

Kevane Grant Thornton, LLP

Performed entry-level audit procedures on engagements under the supervision of a Semi-Senior Associate, Audit Senior and/or Audit Manager. Reviewed and audited the following areas: cash, capital assets, journal entries, some income & expense accounts and other audit procedures as assigned by supervisors. Maintained supervisors informed of issues encountered during the audit. Obtained knowledge of local laws & regulations, firm policies, and client's compliance with GAAP in audit procedures assigned. Helped less experienced associates with common audit procedures assigned at this level.

**30+** YEARS OF EXPERIENCE**20+** DISASTERS**Areas of Expertise**

Crisis Communications

Social Media

Public Speaking/Presenting

Community Relations

Media Relations

Public Involvement

Photography/Videography

Key Training/Certifications

FEMA Master PIO

Education

Eckerd College, Creative Writing

EXPERIENCE SUMMARY

Brandi is passionate about helping people recover from disasters and getting the right information to the right people at the right time so they can make the right decisions in emergencies. She is a skilled communicator experienced in social media messaging and campaigns, public speaking, crisis communication, graphics, video, community and media relations, and public involvement.

Brandi has written published articles and given presentations throughout the country on how to handle negativity on public social media platforms and best practices for using social media in disasters.

Brandi was selected for this project because of her unique skills in crisis communications and social media management. Her passion for transparency and clear, consistent, accurate messaging helps strengthen relationships between government organizations and their constituents.

RELEVANT EXPERIENCE**Public Information Officer (2016-2022)**

Santa Rosa County, Florida Board of County Commissioners & School District

Brandi served as the public information officer for a county of 185,000 residents during tornados, hurricanes, fires, flooding, pandemics, aircraft crashes, hazmat spills, and other natural and human-caused disasters. During her tenure with the county, she graduated from FEMA's Master Public Information Officer with a capstone research paper on social media trolls that gained national industry attention. In her duties as lead PIO, she:

- Promoted programs, policies and initiatives to residents, staff, volunteers, organizations and media using 20 social media accounts (Facebook, Instagram, Twitter, Next Door, YouTube, LinkedIn), email and text subscriber lists, and several websites
- Oversaw media relations, crisis communications, marketing campaigns, coordination of public meetings, A/V production, surveys, as well as wrote content for newsletters, news releases, brochures, speeches, viewpoints, and reports

- Strengthened communications with community via emergency alerts, social media posts, and email notices, encouraging feedback and engagement
- Built relationships with the local media and coordinated regular broadcast opportunities promoting county programs and distributing information
- Established trust with national media during initial activations and recovery
- Instilled loyalty and increased comradery between county departments through regular and robust internal communication
- Implemented a disaster notification plan and call-out matrix for public incident reporting for more than 40 schools
- Graduated from FEMA's Master Public Information Officer program, 2020
- Was recognized as the Pensacola Chapter of Florida Public Relations Association's Communicator of the Year, 2019

Public Involvement Coordinator III (2014-2016)**Emerald Coast Regional Council | Northwest Florida**

As the lead for the seven-county regional council's public involvement team, Brandi's primary responsibilities included providing education and information to the residents and local governments on a wide variety of planning projects in three Transportation Planning Organizations, with a focus on reaching the underserved. Additionally, she:

- Developed creative community outreach strategies to encourage public participation in all aspects of planning
- Implemented all marketing, media relations, and public information projects
- Coordinated public speaking opportunities with a diverse array of organizations
- Wrote content for website, social media, newsletters, news releases and brochures

Public Information Communications Coordinator 2008-2010)**Escambia County, Florida Board of County Commissioners**

Brandi was primarily responsible for all written public information material for Escambia County government. During her time at Escambia, she managed public messaging and alerts for more than ten agencies through local and national media outlets during disaster activations (fires, oil spills, hurricanes). She also:

- Developed the county's first social media sites to increase the county's ability to communicate quickly and efficiently
- Oversaw web site content management for a team of more than 20 contributors
- Coordinated crisis communications 24/7/365 for emergencies and managed media interviews
- Created news releases, campaigns, newsletters, viewpoints, and speeches



15YEARS OF
EXPERIENCE**\$17.6B**GRANT
FUNDING**Areas of Expertise**

CDBG-DR/MIT

Multi-Family Financing

2 CFR 200 (All Subparts)

Grant Experience

Hurricane Harvey CDBG-DR

Hurricane Ida CDBG-DR

Hurricane Katrina/Rita CDBG-DR

Hurricane Gustav/Ike CDBG-DR

Louisiana 2016 Floods CDBG-DR

Hurricane Isaac CDBG-DR

FEMA HMGP Elevation

Key Training/CertificationsEconomic Development Finance
Professional**SharePoint Certification****Education**Louisiana State University,
Interdisciplinary Studies, 2007

EXPERIENCE SUMMARY

Mr. Robby Bizot has over 15 years of experience in the administration of CDBG-DR. As the Director of Housing Recovery for the State of Louisiana, he provided oversight and direction for rental housing programs associated with Hurricanes Katrina/Rita, Gustav/Ike, Isaac, and the Great Floods of 2016 in excess of \$785 million. Robby also served as the Finance Manager for the State of Louisiana's Disaster Recovery Unit where he planned, directed, and coordinated the activities of 10 employees auditing payment requests for three federal grants in excess of \$13 billion, including implementation of payments, reconciliation of budgets versus expenditures, and recording of revenue collections. Lastly, Robby served as a Section Chief for the State of Louisiana's \$750 million HMGP program instituted after Hurricanes Katrina and Rita. In that role, Robby led teams processing initial intake applications to the inevitable final payment process of completed elevation activities. Since leaving the State of Louisiana, Robby has assisted many clients to achieve large and compliant results to ensure citizens recover faster, and more resiliently.

RELEVANT EXPERIENCE**Senior Director CDBG Program Management (April 2025 – Present)****Tetra Tech, Inc.**

Robby serves as Senior Director of CDBG Program Management at Tetra Tech, where he provides strategic leadership and technical oversight for HUD-funded disaster recovery and mitigation programs. Robby draws on over 15 years of experience managing more than \$17 billion in grant funding to support resilient, compliant, and efficient program delivery for state and local government clients.

Senior Director CDBG Program Management (November 2024 – April 2025)**ICF | City of Philadelphia, PA, Hurricane Ida CDBG- DR**

Assisted the City of Philadelphia with the creation of CDBG-DR compliant programs associated with single family housing repair, workforce training, economic development, and rental rehabilitation.

- Created a grant administration manual to be used across city departments.
- Provided subject matter technical assistance across various programs as required.
- Created and provided a 5-part training module for the Fall 2024 updates to 2 CFR 200.

Senior Director Financial Management (February 2023 – November 2024)**ICF | Texas General Land Office (GLO), Hurricane Harvey CDBG DR/MIT**

Oversaw a team of financial analysts that assisted the State in the creation of various reporting systems to track and maintain accounting functions, including the DRGR.

- The team reviewed over 10,000 DRGR voucher requests to ensure compliance with HUD and 2 CFR 200 requirements.
- The team reviewed over 24,000 expenditures to ensure accuracy in conjunction with revenues verse expenditures.

Director CDBG-DR/MIT (June 2019 – February 2023)**ICF | Texas General Land Office (GLO), Hurricane Harvey CDBG-DR/MIT**

Oversaw the Hurricane Harvey and Mitigation project management activities related to infrastructure, buyout, planning, and multi-family housing.

- Coordinated with GLO management to ensure the creation, implementation, and oversight of the programs met HUD and other federal regulations.
- Managed staff to ensure client needs are addressed in a timely and efficient manner.
- Provided recommendations on various project functions that may add benefit to the client and the Subrecipient's being served.
- Personally reviewed over 200 infrastructure applications to ensure compliance across national objectives and eligible activities.

Director of Housing Recovery (May 2017 – June 2019)**Louisiana Housing Corporation | Multiple CDBG-DR Allocations**

Planned, directed, and coordinated the activities for all CDBG-DR rental housing programs associated with the Hurricanes Katrina/Rita, Gustav/Ike, Isaac, and the Great Floods of 2016.

- Facilitated high level conversations concerning program creation and implementation across sectors within the organization and with federal and state partners.
- Organized and coordinated information for programs to be reviewed by HUD, HUD-OIG, and the state compliance department.

Finance Manager and Budget Analyst (April 2013 – May 2017)**State of Louisiana Office of Community Development | Multiple CDBG-DR Allocations**

Planned, directed, and coordinated the activities of 10 employees auditing payment requests for three federal grants in excess of \$13 billion, including implementation of payments, reconciliation of budgets versus expenditures, and recording of revenue collections, for the Office of Community Development Disaster Recovery Unit (OCD/DRU).

- Created the Disaster Recovery Unit budget in excess of \$1 billion for Fiscal Year 2014 and Fiscal Year 2015.
- Analyzed, adjusted, and projected the use of the administrative funds designated for the Katrina/Rita, Gustav/Ike, and Isaac grants.

HMGP Section Chief (December 2010 – April 2013)**State of Louisiana Office of Community Development | Hazard Mitigation Grant Program**

Supervised 10 production employees who monitored newly assigned homeowners being processed in the mitigation program, and supervised 25 production employees ensuring final grant payments were submitted for approval.

- Implemented the first state-run, two-party check system which saved over \$2 million and reduced the risk of recovery.
- Analyzed and designed process flows for production functionality within the HMGP payment database Applicant Tracking System (ATS).
- Over 10,000 HMGP actions were accomplished associated to mitigation measures and elevations.

EMPLOYMENT HISTORY

Tetra Tech (April 2025 – Current)

ICF International (June 2019 – April 2025)

Louisiana Housing Corporation (March 2017 – June 2019)

State of Louisiana Office of Community Development (October 2009 – March 2017)

Wells Fargo Financial (January 2008 – October 2009)



20YEARS OF
EXPERIENCE**Areas of Expertise**

Case Management
Compliance
Data Management
Policy and Guidelines Development
Outreach and Engagement
Program Design
Grant Writing
Public Speaking

Grant Experience

CDBG-DR/MIT
CDBG
HRSA
CDC
Kresge Foundation Grants Steering Committee Member

Certifications

HUD Basically CDBG, 2023
HUD URA, November 2022
Tetra Tech Level One Project Management Certification, June 2022
University of Florida, Center for Arts in Medicine, Graduate Certificate, Arts in Public Health, July 2021
Institute for Disaster and Emergency Preparedness: Basic Awareness and Continuity of Operations Planning, November 2013

Education

Florida International University, Master of Public Health, April 2012
Temple University, Bachelor of Arts, Cultural Anthropology, January 1995

EXPERIENCE SUMMARY

Ms. Vicki Boguszewski is Tetra Tech Level One Project Manager certified and holds a Master of Public Health focused on policy management and program administration, adaptations to the public health impacts of climate change, and building resilience through social cohesion. She has ample knowledge and experience analyzing data, researching adaptation opportunities, and applying policy analysis to program implementation. Vicki is skilled in applying culturally relevant methods and approaches to community outreach and engagement to meet federal national objectives, further fair housing practices, and support the long-term resilience of disaster impacted populations.

She has extensive Case Management experience, having first provided case management services as a high school peer outreach counselor (1986-1989), as a community health intern at a Philadelphia United Way Community Center (1994-1996), and later as the supervisor of a team of Case Managers, she launched and managed the federal Health Care Marketplace roll-out in Monroe County, Florida (2013-2015). Vicki has lead Case Management services for Voluntary Home Buyout Programs in both Florida's and Texas' 2017 storm event recovery. She has trained teams of Quality Reviewers for Case Management audits of Home Repair and Replacement Program which targeted benefits to identified socially vulnerable and historically underserved populations, established new Case Management services for wildfire impacted County employees in Maui, HI in need of housing stabilization resources using culturally relevant language to engage potential participants in the recovery process, and has launched and led the Fort Bend County Disaster Information Call Center Response Line.

As a Tetra Tech Grants Technician supporting proposal and program development, Vicki applies her Master level Public Health education to assess and analyze population data from resources such as the American Community Survey, HUD's GIS income mapping tool, FEMA flood mapping tool, and the Comprehensive Affordable Housing Strategy (CHAS) data provided by HUD to further fair and affordable housing through the alignment of each project with HUD's National Objectives and the provision of equitable communication, outreach, and eligibility determinations in support of community resource allocation to vulnerable and historically underserved populations through culturally appropriate methods.

Vicki is currently serving as the Senior Case Manager for Monroe County Florida's CDBG-DR buyout program and provides technical assistance to additional CDBG-DR programs, vulnerability assessments, and adaptation plans. Vicki is practiced at tailoring Tetra Tech's standard program documents to meet specific local program needs. As a Tetra Tech team member, Vicki successfully fosters relationships and manages data to facilitate access to public resources and supports proposal development for new project awards.

RELEVANT EXPERIENCE

Call Center Lead (July 2024-Present)

Tetra Tech, Fort Bend County, Texas | Post-Disaster Outreach and Engagement

Vicki has trained, and supported the mobilization of, Tetra Tech's Fort Bend County, Texas Disaster Information Call Center Line response staff. She activated the Fort Bend County, Texas Call Center Disaster Information Line and continues to manage the expectations of the callers and Call Center Team by maintaining regular and clear staff and caller communications. She has produced a set of resources for staff access to support residents who are a part of vulnerable populations with additional services required during the recovery response. Vicki collaborates with the Tetra Tech staff to support the County's awareness of, and ability to respond to, the needs of their constituents. Vicki leads the Call Center staff in a person-centered approach to supporting the County's success in servicing and responding to their residents through the post-disaster debris clean-up process.

Case Management Mobilization and Grant Technical Assistance (January-Present)

Tetra Tech, Maui County, Hawaii, | CDBG-DR County Staff Recovery

Vicki deployed to the disaster site, mobilized, and established case management services for disaster-impacted County employees, conducted outreach and engagement honoring culturally relevant language and communication preferences, established a communication pathway for assessing staff needs, and implemented standard operating procedures for scheduling and operationalizing case management services. Vicki has produced research for funding wildfire recovery responses, supported the development an action plan, and is currently producing a bi-weekly executive summary report to provide to the client.

Administrative and Planning Lead, Housing and Equity Chapters (December 2022-Present)

Tetra Tech, City of Key West, Florida | Resilient Florida Vulnerability Assessment and Adaptation Plan

Vicki is collaborating with Tetra Tech staff, our subcontractors, the staff, residents, and working group members to produce two well-developed chapters for the City of Key West's Adaptation Plan with a 2070 planning horizon. Vicki provides the team with public health analysis, leads the emphasis on an equitable approach to all plan chapters, focuses the housing planning perspective on understanding and combining federal funding and local adaptation opportunities, and brings additional subject matter expertise to the outreach and engagement of local populations to promote equity as an adaptation.

Senior Case Manager (2021-Present)

Tetra Tech, Monroe County, Florida | CDBG-DR Voluntary Housing Buyout Program

Vicki collaborated with Tetra Tech staff and the client to develop and implement the program's standard operating procedures. She provides technical guidance and strategic direction to comply with HUD program standards, maintain program schedules, and affirm federal fair housing practices designed to serve vulnerable populations, address areas of racial and ethnic concentration, and support housing equity. She has created promotional and outreach program tools to promote participant understanding of program's processes and managed participant expectations of services and project schedules. As the Senior Case Manager, she is responsible for assisting VHBP applicants with file completion from registration and intake through pre-offer and closing, for policy and guideline review and revision, maintaining program data, acting as a liaison between

applicants and staff to assist in project compliance requirements, and providing weekly communication updates to the client, staff, and participants. To reduce barriers to access for vulnerable populations Vicki provides 'translation' of web-based services and electronically transmitted program requirements for non-internet literate beneficiaries by arranging telephone and in-person meetings with residents. She assessed the registrant population and provided the County staff with an informed discussion to clarify needs for forms and communications to be available in additionally spoken local languages.

Case Management and Grant Technical Assistance (September 2022-November 2023)

Tetra Tech, Harris County, Texas | CDBG-DR Mandatory and Voluntary Home Buyout Program (VHBP)

Vicki provided technical assistance by compiling payment draw packets, designing and producing compliance management guides, workflow graphics, and QA/QC reference guides for process implementation and workflow evaluation. She provided training on the use of quality review tools for internal staff to assure federal compliance standards and integrated registrant communication preferences, including the use of a communication designee when preferred by the registrant, to foster equitable access for participants in all population groups.

Case Management QA/QC (February-April 2022)

Tetra Tech, Richland County, South Carolina | CDBG-DR Rehabilitation

Vicki established and implemented a standardized Quality Assurance and Quality Control (QAQC) review methodology for project file closeout and federal reporting compliance standards. She also provided technical assistance and staff training for Richland County's Flood Recovery Program's HUD compliance Audit.

Senior Case Manager and Grants Technician (2021-2023)

Tetra Tech, City of Marathon, Florida | CDBG-DR Voluntary Home Buyout Program (VHBP)

As the Senior Case Manager, Vicki developed the program's guidelines and operating procedures in accordance with established standards, assured grant compliance, and acted as a liaison to achieve project success. Vicki communicated the VHBP procedure to applicants, completing intake from registration through closing, and determining applicant eligibility based on local, state, and federal criteria. Vicki completed the final grant report highlighting program services to female heads of households, vulnerable applicants such as those over aged 62, and households with low to moderate incomes. Vicki translated web-based services and electronically transmitted requirements for non-internet literate beneficiaries by arranging telephone and in-person meetings with residents according to their needs and preferences, using communication designees, and language translation services to facilitate participant success.



23 YEARS OF EXPERIENCE
9 DISASTERS
15 GRANT FUNDING

Areas of Expertise

Stakeholder Engagement
Compliance and Regulations
Grant Management
Crisis Management
Organization and Attention to Detail

Grant Experience

Community Development Block Grant
Community Development Block Grant-DR
Community Services Block Grant
Emergency Solutions Grant
Low-Income Home Energy Assistance Program

Key Training/Certifications

HMIS (Homeless Management Information System)
ROMA (Results Oriented Management and Accountability)
HUD Exchange / Income Eligibility Calculator
HCV – Housing Choice Voucher
FL Notary Public 9/2016 – Present

Education

Florida State University, BSW, 2000

EXPERIENCE SUMMARY

Proven professional with a wealth of community, family, and individual services expertise. Recognized for exceptional leadership and supervisory skills honed over years of guiding teams and individuals to success. Demonstrated proficiency in grant administration, complemented by effective communication abilities and a consistent record of achieving timely results. Demonstrates a keen ability to adapt priorities in response to unforeseen circumstances, ensuring the completion of assigned tasks. Driven by a keen sense of self-motivation, consistently striving for excellence in all endeavors.

RELEVANT EXPERIENCE

Minor Draw (Incentive) and Escrow QA Specialist - (10/2022 – Present)

Harris County, TX | Harris County CDBG Disaster Recovery Program

The main responsibility of this position is to perform daily QA reviews of GLO program-specific documentation and assemble incentive draw packets for submission to TIGR.

- QA of case files approved for Locality Incentive payment. Assemble incentive draw packets. Request missing documentation, error corrections, and clerical correction of documentation. Prepare award determinations & all-costs worksheets. Redact applicant PII from identifications and income. Submit completed draw packets for review by the Strike Team and QAQC for entry into TIGR.
- Document case activity and updates in Smartsheet. Maintain daily time & task tracker, ERR priority spreadsheet, and QAQC assistance tracker as needed. Participate in weekly team meetings.
- QA of Escrow QC of files and GLO documents. Create case notes of findings, and email findings to URA, supervisor, and other management staff. Prepare and prefill GLO documents for applicant completion & signature.
- Update case timeline, and Smartsheet, and add signed & completed documents to file. Reply to emails, compose, and send emails to applicants/URA/Supervisor. Email documents to an applicant for completion.

QA Specialist (7/2022 – 10/2022)

Client | Leon County ERAP 1 Recert

The main responsibility of this position is to perform daily QA review of submitted applications for the Leon County ERAP 1 Recertification program.

- Perform daily quality control of incoming data, via email & online portal, and submitted applications. Review submitted applications for compliance with the program guidelines and policies.
- Perform documentation review to determine the legitimacy of documents, the accuracy of property ownership, verification of income, and the accuracy of vendors & applicant-associated account numbers. Also, verify landlord ownership and/or authorizations to manage/lease rental properties.
- Submit draws for rental and utility assistance funding. Ensure vendors, account numbers, and assistance approved amounts were accurate and coincided with file documentation. Maintain program data by completing production spreadsheets used to produce statistical reports of program performance and productivity.
- Tasked with fund verification processes. Adeptly conduct verification of Duplication of Benefits (DOB) funds received.
- Issued approval and denial letters with clear explanations and appeal procedures, when applicable.

Lead Eligibility Specialist/QA Specialist (2/2022 – 7/2022)

Iowa Dept. of Human Services | Iowa Department of Human Services Recruitment & Retention Bonus Program

The main responsibility of this position is to perform daily QA review of submitted applications for the Iowa HHS Recruitment and Retention Bonus payment.

- Perform daily quality control of submitted applications and income documentation for compliance with the program guidelines and policies.
- Issued approval and denial letters with clear explanations and appeal procedures, when applicable.
- Tasked with responding to public email communication from applicants regarding program inquiries and application updates.
- Maintained daily QA application tracker. Updated case status daily in the tracker and participated in daily productivity meetings via Teams.

Lead Eligibility Specialist/QA Specialist (2/2021 – 2/2022)

Mobile County, AL | Mobile County's Treasury Emergency Rental Assistance (TERA) Program

The main responsibility of this position is to perform daily QA review of submitted applications for Mobile County Treasury Emergency Rental Assistance (TERA 1 & TERA 2) due to the COVID-19 pandemic.

- Assist applicants with the online submission of applications. Answer questions from applicants and provide guidance and feedback via phone, email, texts, and in-app messaging.
- Perform daily quality control of incoming data and applications. Review submitted applications for compliance with the program guidelines and policies.
- Tasked with fund verification processes. Adeptly conduct verification of Duplication of Benefits (DOB) funds received from HMIS, AHFA, and MOWA agency providers of TERA funding assistance. Perform verification of household income by conducting income calculations, completing income worksheets, and determining the Average Median Income (AMI) of program applicants.
- Perform documentation review to determine the legitimacy of documents, the accuracy of property ownership, verification of income, and the accuracy of vendors & applicant-associated account numbers. Also verify landlord ownership and/or authorizations to manage/lease rental properties.
- Submit draws for rental and utility assistance funding. Ensure vendors, account numbers, and assistance approved amounts were accurate and coincided with file documentation. Maintain program

data by completing production spreadsheets used to produce statistical reports of program performance and productivity.

- Tasked with responding to public email communication from applicants and Mobile County, Alabama residents regarding program inquiries and application updates. Function as liaison between applicants, Eligibility Specialists, and Supervisors as needed to address questions, concerns, and escalation matters. Work with manager and supervisor to develop best practices and make process improvements when needed.



9

YEARS OF
EXPERIENCE

Areas of Expertise

- Case Management & Client Advocacy
- Quality Assurance & Quality Control (QA/QC)
- Budgeting & Financial Documentation
- Program Administration & Draw Processing
- Medical & Behavioral Health Services
- Resource Coordination & Referrals
- Employment Services & Career Planning
- Process Optimization & Workflow Improvement
- Data Management & Reporting (Microsoft Office, Smartsheet)

Grant Experience

- Disaster Recovery & Grant Compliance (CDBG, ERAP, RWHAP)

**Key Training/
Certifications**

- BLS/CPR
- Certified State of Florida 500/501 HIV Testing Counselor
- Medical Case Manager Certification
- Google Project Management Certification

Education

- Florida State University, B.S. in Rehabilitation Counseling Services, 2010

EXPERIENCE SUMMARY

Dedicated Case Manager and Quality Control Specialist with over a decade of experience spanning disaster recovery, medical case management, and social services. Skilled in managing high-volume caseloads, ensuring regulatory compliance, and delivering compassionate client support. Proven success in administering federally funded programs, disbursing multimillion-dollar relief funds, and conducting quality assurance reviews to uphold program integrity. Recognized for strong organizational abilities, collaborative teamwork, and clear communication that enhance program efficiency and client outcomes.

RELEVANT EXPERIENCE

Tetra Tech Inc. (March 2021- Current)**Pinellas County ERAP: Quality Control Reviewer (QCR)/Budgeter (March 2021 – April 2022)**

- Assisted in the formulation of target goals for application budgeting and for teams
- Effectively case managed up to 500 applicants per month and directly assisted over 2,000 tenants in less than 1 year disbursing \$45 million in Emergency Rental Assistance
- Devised and implemented ways to optimize procedures and maintain compliance with applicable regulations
- Complete budgeting and prepare budgeting report on approval for months of rental assistance, arrears and future
- Provided resource coordination and initiated applicant referrals to organizational partners for application, or legal aid to streamline the review process and improve communication

Iowa R&R Program/Iowa CCSP: Quality Control Reviewer (QCR) (April 2022 – October 2022)

- Provided quality assurance/quality control reviews of work performed by Eligibility Specialist and confirm initial review is accurate and ready for payment recommendation review.
- Performed the data review of applications, reports, invoices, and other written documents in accordance with SOPs.
- Followed up to correct and/or address quality control findings and deviations in a timely manner and consistent with SOPs

Harris County CDBG Disaster Recovery Program: Draw Specialist/Document Specialist/Internal Reviewer (October 2022 – Current)

- Create/assemble URA draw packets for each applicant, needed to provide client reimbursement by the federal grant funding for relocation services.
- Assemble Incentive draw packets for eligible buyout program participants to allow client reimbursement by the grant funding.
- Work diligently on submitting draws and proactively work toward team goals.
- Complete Internal Review of files assembled by other draw specialist before QAQC submission to ensure the quality of the file.

Medical Case Manager: RWHAP (July 2020 – January 2021)

AIDS Healthcare Foundation (AHF) | Orlando, FL

- Assess client's needs for services
- Perform comprehensive assessments to include client health history, behavioral health, social, financial, health literacy, cultural issues, acuity level and other needs.
- Develop individual care plans based on prioritized identified needs of the client to include problem statement, goals, interventions and time frames to complete each task.
- Complete client referrals to include Mental Health referrals, Housing referrals,
- Peer Mentor referrals, ADAP referrals and Oral Health referrals and purchase orders and maintain in an approved electronic database system.
- Assist uninsured clients with immediate access Patient Assistance pending ADAP enrollment
- Maintain monthly contact with clients to follow up and assess goal progression

Medical Case Manager: RWHAP (October 2016 – June 2020)

Neighborhood Medical Center | Tallahassee, FL

- Perform Intake/CAGE/PHQ9/MOCA and other screening assessments on all new RW patients
- Provide assistance within and between outside facilities and other RWHAP providers
- Assess/Edit Individualized Treatment Plans developed by insurance assigned Managed Care Coordinators
- Develop a comprehensive care plan jointly with the client that includes short and long term goals focused on attaining, maintaining and achieving positive health outcomes
- Perform rapid HIV testing and counseling to individuals requesting or referred for testing
- Perform linkage to care and provide counseling on medication adherence
- Assist uninsured and underinsured patients with Patient Assistance Applications
- Oversee PREP/PEP clinic and medication assistance applications for PREP/PEP
- Provide STD and HIV education in the community and at local universities
- Collect core data elements required for CAREWare data collection system

Employment Specialist (December 2015 – October 2016)

Opportunity Services | Tallahassee, FL

- Worked with an assigned portfolio of 100-150 clients
- Complete intakes on Vocational Rehabilitation referred consumers
- Developed Individualized Career Plans and Individual Work Plans for clients
- Created incentive-based programs to help motivate clients to find employment
- Developed resumes for consumers and assist in job applications/provide job leads

- Develop Employment Stability Plans
- Led face-to-face meetings with vocational rehabilitation counselors at least once a month to coordinate services for clients
- Led the company in job placements for clients
- Responsible for a 93% job placement rate
- Provide job coaching to ensure job retention

Substance Abuse Counselor (February 2014-December 2015)**MTC/Gadsden Correction Facility | Quincy, FL**

- Complete Psychosocial Assessments to determine client's status, issues and level/ need of care
- Design individualized treatment plans specific to clients' needs
- Lead IOP Groups, Women with Trauma in Recovery Groups and Group Therapy sessions
- Complete weekly clinical documentation of client's progress and monthly clinic documentation reflective of individual counseling sessions

Mental Health Associate/Unit Secretary (August 2010 - September 2015)**TMH-Behavioral Health Center | Tallahassee, FL**

- Perform delegated tasks within a scope of education, supportive listening, specifically assigned patient care task, physical intervention, safety and maintenance of therapeutic milieu
- Obtain vital signs on assigned adolescent, adult and geriatric patients; differentiate normal from abnormal findings and report to charge nurse
- Conduct/lead interdisciplinary groups
- Clerical/Administrative duties including but not limited to, transcription of physician orders, order entry, telephone reception, participate in programs designed to reduce error and improve safety

Specialized Supports & Services, Inc. (May 2009-August 2010)

- Case management and documentation.
- Assist Supported living coaches.
- Demonstrate sensitivity and understand issues faced by persons experiencing disabilities.
- Assist in the implementation and achievement of goals and methods as projected in Individualized Plans
- Assist in medication administration
- Assist in application process for benefits and continued services

ADDITIONAL EXPERIENCE

Florida State University Schools – Volunteer Classroom Aide (2008 – 2009)**Tallahassee 2nd Developmental Screening Day: Children's Medical Services (2010)**



25YEARS OF
EXPERIENCE**7**GRANT
FUNDING**Areas of Expertise**

Case Management

Eligibility Review

Data Entry Management

Team Effort Coordination

Grant ExperienceHarris County Reimbursement &
Rehabilitation ProgramHarris County Emergency Rental
Assistance Program

Harris County Buyout Program

Build Aid Houston Program

Key Training/CertificationsTetra Tech Project Management
Training – Level 1Cyracom Certified
Spanish/English Interpreter**Education**University of Puerto Rico,
Bachelor of Science in Business
Administration - Accounting
Concentration.

EXPERIENCE SUMMARY

Mr. Gamaliel Claudio brings over 25 years of experience in community-focused service, program coordination, and disaster recovery across nonprofit, ministry, and government sectors. His career began with founding an educational nonprofit and working in real estate legal investigations, where he developed strong organizational, analytical, and interpersonal skills.

He has held key roles in major recovery programs, including serving as a Case Manager for the Harris County Emergency Rental Assistance Program and as a Team Lead Acquisition Specialist for the Harris County Reimbursement and Rehabilitation Project. In these roles, he led intake teams, ensured regulatory compliance, developed standard operating procedures, and advocated for tenants facing eviction.

Currently, Mr. Claudio serves as a specialist in the draws and closing process for Harris County's CDBG-DR Mandatory Buyout Programs, contributing to the reimbursement of over \$50 million. He provides expert technical assistance on eligibility, acquisition, relocation, and demolition processes, while also leading special projects and training initiatives.

Fluent in Spanish, Mr. Claudio regularly translates and interprets for official documents, meetings, and public communications, and represents programs in Spanish-speaking media and community outreach. His leadership, attention to detail, and commitment to service make him a valuable asset to any initiative.

Mr. Gamaliel Claudio was selected for this project based on his 25 years of professional experience in coordination, program leadership, legal advocacy, and community engagement across ministry, nonprofit, and government sectors. His background includes founding an educational nonprofit, working in real estate legal investigations, and serving in key roles within disaster recovery programs.

RELEVANT EXPERIENCE**Draw Specialist (July 2022 - Present)****Tetra Tech | Harris County Mandatory Buyout Program**

Mr. Gamaliel Claudio is currently responsible for managing the draws and closing processes for Harris County's CDBG-DR Mandatory Buyout Programs, which have successfully secured over \$50 million in reimbursements from the Texas General Land Office to the Harris County Community Services Department. In this role, he provides expert technical

assistance on CDBG-DR regulations and serves as a Subject Matter Expert for award determination documents related to eligibility, acquisition, relocation, incentive, and demolition draws.

Mr. Claudio also leads special project teams focused on final mini draws and award determinations, consistently meeting program goals and deadlines. As a bilingual professional, he regularly translates and interprets English and Spanish materials, including action plans, official documents, and communications during individual and town hall meetings. He also represents the program and the Community Services Department in Spanish-language media and community outreach efforts, enhancing accessibility and engagement with diverse populations.

Case Manager (August 2021 – July 2022)

The Alliance | Rental Assistance Program

Mr. Gamaliel Claudio served as a Case Manager for the Harris County Emergency Rental Assistance Program, where he was responsible for reviewing application packages to ensure all procedural steps and eligibility requirements were met. He contributed to the compilation and analysis of community needs data and played a key role in developing standard operating procedures (SOPs) to support grant approval processes for programs assisting tenants facing eviction.

In addition to his administrative responsibilities, Mr. Claudio provided direct advocacy for applicants by attending court proceedings, collaborating with legal aid organizations, engaging with judges, and facilitating agreements between landlords and tenants to prevent immediate eviction. His work demonstrated a strong commitment to equitable housing access and effective legal support for vulnerable populations.

Team Lead Eligibility Specialist (November 2019 – July 2021)

Tetra Tech | Harris County Reimbursement and Rehabilitation Program

Mr. Gamaliel Claudio led intake operations during the Harris County Reimbursement and Rehabilitation Project, guiding applicants through the eligibility process and ensuring the production of high-quality case files. His leadership fostered team development through individual and group training, resulting in assistance to over 200 applicants and the allocation of more than \$1 million in aid to families in need.

His responsibilities included staff training, interviewing, and recommending candidates for hire, as well as coordinating and training local agencies and nonprofit organizations on General Land Office (GLO) procedures. Mr. Claudio contributed to a Tetra Tech Florida initiative, where he helped develop quality control processes to improve draw packet accuracy.

He routinely conducts eligibility calculations, duplication of benefits reviews, and provides Spanish-English translation and interpretation for action plans, official documents, and public meetings. Mr. Claudio also represents the program and the Community Services Department in Spanish-language media and community outreach, enhancing accessibility and engagement with diverse populations.



24YEARS OF
EXPERIENCE

8GRANT
FUNDING

Areas of Expertise

Program & Project Management
Recruiting & HR Support
Staff Supervision
Business Development
Finance & Contract Management
Operations
Disaster Recovery
International Development
Mediation & Dialogue Facilitation

Key Training/Certifications

Project Management Institute (PMI)

Certified Project Management Professional (PMP) #3205966; January 2021

New York State Certified Mediator #0571; August 2010

Education

Columbia University (2009)

- MA, International Security with a focus on development and conflict resolution

Tufts University (2001)

- BA, International Relations
- BS, Environmental Engineering
- Study Abroad at the University College London (one year)

EXPERIENCE SUMMARY

Ms. Connor Cerezo currently serves as Regional Program Manager of HUD funded community development programs and manages the City Revitalization Program funded with CDBG-DR monies in Puerto Rico. Prior to this role, she served as Disaster Recovery Program Manager, as well as finance and contracts manager. She has successfully obtained Project Management Professional (PMP) certification, which validates that a professional is highly skilled in program management, leading dynamic teams, process management and improvement, and organizational strategy. This certification requires 7,500 hours of leading and directing programs and projects, and her dedicated experience in successfully meeting demanding project schedules directly contributed to this achievement. Ms. Connor Cerezo's dynamic experience includes substantial expertise in project evaluation; strategic planning; capacity building efforts; operations and administration; recruitment and staff supervision; business development; proposal development; project management; dialogue facilitation; and report development.

As a proven leader, Ms. Connor Cerezo has facilitated significant project initiations and program launches. She actively seeks to improve synergy between operations and project implementation and develops strong programs with a focus on effective compliance measures. She works closely with Human Resources in recruiting efforts, staff onboarding, and managing staff emergencies and performance issues. As a prior finance and contracts manager for Puerto Rico engineering operations, Ms. Connor Cerezo is highly knowledgeable in the areas of federal compliance and contracts. Ms. Connor Cerezo has supported managers and staff from proposal development to project closeout on programs focused on disaster recovery, including federal programs funded by FEMA, HUD, and EDA; economic development; environmental remediation; environmental compliance; international development; and coastal engineering and resilience.

Ms. Connor Cerezo is a certified mediator, which enhances her career-long pursuit of effective communication between staff, clients, beneficiaries, and partners to streamline projects and surpass program goals. She has managed program communications, including strategic business development communications, with clients in the private and public sector, federal and state agencies, municipalities, and project stakeholders. She is highly skilled at managing expectations, handling highly sensitive matters, effectively managing program risks, maintaining project progress visibility, and repairing misunderstandings to mitigate unexpected circumstances with minimal impact to project performance. Further, she has substantial

experience in effectively managing hybrid multi-location teams while working directly with management and executives at all levels.

Ms. Connor Cerezo was selected for this project due to her extensive experience leading federally funded community development and disaster recovery programs, her PMP certification validating over 7,500 hours of program leadership, and her proven ability to manage complex, multi-stakeholder initiatives. Her expertise spans strategic planning, compliance, finance, contracts, and cross-sector coordination, making her exceptionally qualified to drive project success. Additionally, her background in mediation and managing hybrid teams enhances her capacity to foster collaboration, resolve challenges, and maintain high-performance standards across diverse environments.

RELEVANT EXPERIENCE

Program Manager (January 2025 – February 2025)

LA County Private Property Debris Removal Program | Eaton & Palisades 2025 Fires

Ms. Connor Cerezo provided strategic program management leadership for Los Angeles County's post-wildfire recovery initiative, a \$4 million effort focused on facilitating debris and hazardous tree removal operations in coordination with the U.S. Army Corps of Engineers. Her contributions were instrumental in accelerating recovery efforts and ensuring operational efficiency across multiple stakeholders.

Key responsibilities and accomplishments included:

- Led and coordinated the recruitment, onboarding, and training of all on-site personnel supporting the Eaton and Palisades Community Recovery Centers. This was executed under high-pressure conditions and within a compressed timeline to meet urgent community needs.
- Provided expert program management support to both technical teams and the client, ensuring that all activities were executed in alignment with project goals, regulatory requirements, and contractual obligations.
- Oversaw daily operations at recovery centers, ensuring seamless coordination between intake teams, field crews, and administrative staff to support the processing of Right of Entry Permits required for debris removal.
- Acted as a liaison between county officials, federal agencies, and contracted teams to streamline communication, resolve issues, and maintain transparency throughout the recovery process.
- Monitored program performance and compliance with federal, state, and local regulations, contributing to the successful execution of recovery operations and the protection of public safety.

Program Manager (February 2022 – Current)

City Revitalization Infrastructure Program | PR CDBG-DR

As Program Manager for Disaster Recovery, Ms. Connor Cerezo demonstrated exemplary leadership and oversight in advancing project objectives and ensuring regulatory compliance. She effectively managed program budgets and scope, directed client communications, delegated tasks to staff, and supervised workload distribution. She ensured that personnel provided appropriate support to subrecipients in alignment with client expectations and that all staff and subcontractors adhered to relevant policies, guidelines, and requirements.

Ms. Cerezo led the implementation of a \$23 million program contract, maintaining vigilant oversight of contract compliance and financial performance. Her key responsibilities included:

- Serving as the primary liaison between the client and 27 subrecipients (municipalities) on sensitive matters, overseeing a portfolio of infrastructure projects totaling approximately \$324 million.
- Coordinating and executing all program activities, and reporting progress, concerns, and challenges related to subrecipient project eligibility, approval, design, environmental clearance, construction, procurement, invoicing, and closeout.
- Monitoring programs and subrecipient performance and developing tools to support goal achievement.
- Designing performance measurement strategies for subrecipients and providing recommendations to the client.
- Leading and contributing to the development and execution of strategies to meet program objectives.
- Conducting staff recruitment, performance evaluations, and oversight of subcontractor activities.
- Managing program schedule, budget, scope, and the invoicing process.
- Implementing change management, risk mitigation, and quality assurance tools.
- Identifying program challenges and implementing effective solutions.
- Preparing and delivering client-required reports and facilitating meetings and presentations.
- Reallocating staff workload in response to evolving program needs and phases, including project approval, procurement, design, construction, and closeout.
- Remaining current on all applicable program requirements, guidelines, and regulatory compliance standards for CDBG-DR programs, and ensuring that all program participants—including subrecipients and their consultants—are informed of any updates.
- Monitoring subrecipient procurement activities and keeping PRDOH apprised of any compliance, regulatory, or performance issues that may affect CDBG-DR program outcomes.

Regional Program Manager (October 2021 – Current)

Various Projects | PRDOH

Provide program management, financial, and operational support to Tetra Tech Disaster Recovery HUD and Case Management programs, including PRDOH City Revitalization Program, PRDOH Housing Reconstruction, Rehabilitation, and Relocation Program, PRDOH Community Energy and Water Resilience Installation Program, and PRDOH Mitigation and Adaptation Policy Support Program, including:

- Lead, manage, and improve internal project operations.
- Create and lead process improvement and strategic efforts with project managers.
- Manage subcontractors, including monitoring performance and financial compliance.
- Recruit staff, including coordination of due diligence measures and interviews.
- Supervise staff, evaluate performance, and manage issue resolution.
- Manage procurement of essential resources for teams to facilitate high performance and project compliance.

Strategic Implementation Planner (October 2020 – July 2021)

Bluetide | U.S. Economic Development Administration (EDA)

Ms. Connor Cerezo led the development of a strategic implementation plan as part of a five-phase initiative funded by a \$48 million grant from the U.S. Department of Commerce's Economic Development Administration. The initiative aims to establish a sustainable "Blue Economy" in the U.S. Caribbean, fostering economic growth while conserving marine resources.

In her role, Ms. Cerezo:

- Facilitated strategic planning sessions and stakeholder engagements with the client and subject matter experts (SMEs).
- Designed the strategic framework guiding the implementation of the Blue Economy initiative.
- Directed the development of profiles for the client's priority focus areas within the Blue Economy.
- Oversaw communications among the client, SMEs, stakeholders, and subcontractors.
- Managed issue resolution and closely monitored project progress to ensure the delivery of high-quality, timely outcomes.
- Identified and engaged key stakeholders through targeted outreach and coordination efforts.

Program Manager (August 2019 – August 2020)**R3 (Reconstruction, Rehabilitation and Relocation Program) | PRDOH**

Ms. Connor Cerezo oversaw the environmental component of the Housing Reconstruction, Rehabilitation, and Relocation Program, funded by an \$8 million Community Development Block Grant for Disaster Recovery (CDBG-DR) administered by the U.S. Department of Housing and Urban Development (HUD). Her responsibilities included:

- Managing communications with the client, four regional program managers, general contractors, and inspection teams.
- Monitoring the timely coordination of site visits involving damage assessors and environmental inspectors.
- Providing logistical, staffing, training, and deliverable support to State Historic Preservation Office (SHPO) teams.
- Leading compliance and reporting efforts related to contractual obligations and health and safety requirements.

As a result of her effective management, the Puerto Rico Department of Housing (PRDOH) expanded Tetra Tech's scope of work, authorizing the firm to undertake responsibilities previously assigned to a competing contractor.

Strategic Implementation Planner (December 2017 – August 2019)**R3 (Reconstruction, Rehabilitation and Relocation Program) | PRDOH**

Ms. Connor Cerezo managed Tetra Tech's Puerto Rico-based team in support of post-Hurricane Maria disaster recovery efforts, serving as a liaison between the Central Office for Recovery, Reconstruction and Resiliency (COR³), FEMA, and a diverse group of consultants under a \$4 million contract. Her responsibilities included:

- Supporting COR³ in capacity-building initiatives and strategic planning.
- Facilitating communication and information exchange among COR³, FEMA, state agencies, municipalities, and contractors.
- Ensuring alignment between COR³'s priorities and FEMA's Public Assistance policies.
- Coordinating a multi-stakeholder process to guide the development of long-term recovery goals for the island.
- Recruiting, supervising, and managing project staff.
- Identifying challenges and opportunities for process improvement and implementing effective solutions.
- Promoting internal coordination across Tetra Tech's operating units to ensure contract compliance, enhance productivity, and proactively address issues impacting staff and project performance.

ADDITIONAL TRAINING/CERTIFICATIONS

Project Management Training Level 1 (2017)

Project Management Training Level 2 (2018)

ADDITIONAL EXPERIENCE

Strategic Planning

Change Management

Organizational Development

Policy Analysis & Development

Governance & Compliance

Public Relations

Stakeholder Engagement

Community Outreach

EMPLOYMENT HISTORY

Basura Cero | Puerto Rico (September 2016 – December 2017)

Rutrex | Puerto Rico (2016)

Russian | Puerto Rican Foundation (2016)

World Learning | Vermont (May 2016 – September 2016)

Presby Environmental | New Hampshire & Puerto Rico (2015 – 2016)

Department of State | Puerto Rico (2014 – 2015)

Agenda Ciudadana | Puerto Rico (2013 – 2014)

Flamboyan Foundation | Puerto Rico (2012)

Big Brothers Big Sisters | New York City, New York (June 2010 – August 2011)

Institute for Mediation & Conflict Resolution | New York City, New York (2009 – 2011)

Catholic Relief Services | Ghana (June 2005 – August 2007)

GeoSyntec Consultants | California & Florida (September 2001 – May 2005)



6YEARS OF
EXPERIENCE**Areas of Expertise**

Case Management

Uniform Relocation Assistance
(URA)

Acquisitions

Customer Relations

Customer Service

Law Enforcement

Microsoft Office Suite

EducationTexas Southern University,
Courses in Urban Planning and
Environmental PolicyUniversity of Houston, Bachelor of
Science in Criminal Justice**EXPERIENCE SUMMARY**

With six years of experience as a disaster recovery specialist and case manager, Ms. April Cunningham brings invaluable expertise in responding to emergencies and managing disaster recovery efforts efficiently. Her adeptness in handling Request for Information (RFI) processes demonstrates her ability to navigate complex procedures seamlessly. Moreover, her instrumental role in recovering CDBG funding underscores her dedication to securing crucial resources for Tetra Tech's clients, making her an indispensable asset to the team.

RELEVANT EXPERIENCE**Lead Disaster Recovery Specialist (October 2022 – Present)****Tetra Tech | CDBG-DR, URA RFI | Houston, TX**

- Respond to Request for Information (RFI) for the client's Community Development Block Grant Disaster Recovery (CDBG-DR) Buyout Program
- Aid individuals affected by Hurricane Harvey as required under the Uniform Relocation Assistance and Real Properties Acquisition Policies Act of 1970 (URA) while actively ensuring quality case files and client interactions
- Collect, enter, track, and support confidential and time sensitive data
- Enter data into software systems, Smartsheet, and/or Excel spreadsheets
- Manage URA RFI Specialist assigned to the project
- Help recover CDBG-DR housing funds from the Texas General Land office for the client
- Successfully recovered 16 million dollars plus in CDBG-DR housing program funds for the client
- Respond quickly to managers, supporting the implementation of projects and organizational efforts to ensure prompt, cost-effective delivery of high-quality outcomes

Lead Eligibility Specialist (November 2019 – October 2022)**Tetra Tech | CDBD-DR**

- Work with managers to develop best practices and make process improvement when needed
- Actively ensure quality case files and client interactions
- Maintain, track assigned cases and supply input where necessary in the data management information system
- Supply effective and prompt customer service, information, and problem resolution

- Manage staff assigned to the project as well as staff assigned by the client
- Manage the development of an application and evaluation process for CDBG-DR housing programs including housing reimbursement and rehabilitation programs

Lead Case Manager (July 2019 – November 2019)**Fort Bend County Community Development | Richmond, TX**

- Monitored and evaluated housing programs which included developing and implementing monitoring instruments and methods for the Fort Bend County Community Development Department HAP program
- Examined financial records, goals, aims, tracking procedures and program correspondence
- Prepared various weekly, monthly, quarterly, and annual performance reports
- Monitored assigned housing program for compliance with established guidelines. Aided in developing program procedures
- Prepared program evaluations, briefing papers, and other required reports
- Monitored property acquisition and relocation procedures and processes
- Coordinated outreach and marketing programs to underserved areas of the County
- Established and keeps effective working relationship with co-workers, administrators, staff from partner agencies and the public
- Performed other job-related duties as assigned. Participates in activities and duties related to emergency management during a local state of disaster as directed by proper county managers

Applicant Coordinator (Case Manager/Intake Specialist) (November 2018 – April 2019)**IEM | Conroe, TX**

- Maintain a complete understanding of all applicable program policies, requirements, and procedures and review all cases within the guidelines established
- Provided support with day-to-day project management activities for functional area, which may include monitoring, reporting, specialized advisory services and applicant consultation services
- Interviewed applicants to obtain initial information to complete a CDBG-DR housing program application for Montgomery, Liberty and Walker Counties to determine program eligibility
- Advised and explain program guidelines and forms to homeowners and landlords
- Collected and verified all program specific required documents
- Entered homeowner, landlord and/or tenant information into the proper computer system (TIGR)
- Sent, received, examined, and processed electronic and hard copy correspondence, documents, and forms
- Developed and kept professional relationships with co-workers, homeowners, landlords, tenants, and the public



7

YEARS OF
EXPERIENCE**Areas of Expertise**

- Project Management
- Infrastructure Improvement
- Treasury Grant Programs
- Case Management
- Emergency Rental Assistance
- Buyout and Acquisitions
- Disaster Response and Recovery Management
- FEMA Public Assistance
- Uniform Relocation Assistance
- Solid Waste and Recycling Management and Planning
- Process Documentation
- Product Development
- Data Analysis

Grant Experience

- Emergency Rental Assistance

- HUD CDBG-DR

- HUD CDBG-MIT

- HUD HOME-ARP

Key Training/Certifications

- FEMA IS-100

- FEMA IS-700

- Commercial Drone Pilot

Education

- University of Central Florida,
Bachelor of Arts, Business

EXPERIENCE SUMMARY

Mr. Nick DeAngelis is a Project Manager at Tetra Tech with a background in emergency management, disaster response and recovery, case management, and solid waste and recycling planning. Nick has been involved with numerous emergency management and response projects. Some of these projects include infrastructure improvement, voluntary and involuntary buyout, emergency rental assistance (ERA) case management, disaster debris management planning and response, continuity of operations planning, standard operating procedures development, training design and meeting facilitations, and planning and response for hurricanes, wildfires, floods, earthquakes, and other natural and manmade disasters.

Nick is currently managing multiple HUD Community Development Block Grants for Disaster Recovery and Mitigation (CDBG-DR/MIT) housing buyout and road infrastructure projects. His clients include both direct and subrecipient grantees of federal funds. Before joining Tetra Tech, he previously spent almost three years working with a boutique solid waste and recycling management consulting firm as a lead market analyst and planner.

RELEVANT EXPERIENCE

Project Manager

Lexington County, SC | CDBG-DR, CDBG-MIT, HOME-ARP | Housing, Infrastructure Improvement Programs, and Voluntary Buyout (January 2022 – Present)

Nick is currently the project manager overseeing five CDBG-DR and CDBG-MIT road improvement projects with an award value of over \$10 million. Nick manages a team of consultants and project specialists ensuring the County remains in compliance with HUD guidelines to correctly administer a federally funded infrastructure program. Nick assists the county by writing and reviewing procurement documentation, assisting in engineer and construction contractor procurement, and reviewing and amending DRGR Action Plans and policies & procedures.

Additionally, Nick is the project manager over the County's \$5.9 million CDBG-MIT Voluntary Home Buyout Program. He has overseen the acquisition, demolition, and closeout of 21 properties. Nick has worked with the county to ensure proper demolition services were correctly procured and managed the demolition process and contractor.

Nick is also the project manager for the County's \$2.6 million HOME-ARP housing development project. Nick and his team of consultants worked

with the county to develop a federally compliant allocation plan and partner with a local non-profit providing housing assistance for at-risk populations. Nick is leading a team that is performing environmental assessments, land acquisition, and housing construction.

Monroe County, FL | CDBG-DR Voluntary Buyout Program (May 2022 – Present)

Nick the Project Manager for Monroe County's Voluntary Home Buyout Program. The County is a subrecipient under Florida's Department of Economic Opportunity (DEO). Monroe County received \$15 million to administer a voluntary buyout program which is currently being used to purchase, demolish, and return to green space over 25 pieces of property in the Florida Keys. This project brings unique challenges to the team from interpreting multiple layers of policy between both HUD and DEO, and ensuring proper environmental concerns are addressed due to Monroe County's unique geographical features. Nick ensures these challenges are met with a dedicated team of consultants, including case managers, planners, and CDBG-DR subject matter experts.

Colorado, Division of Homeland Security & Emergency Management | City of Denver, Emergency Management | Migrant Shelter Staffing (October 2023 – November 2023)

In this capacity, Nick orchestrated the launch of shelter staffing operations for the City of Denver, demonstrating adept leadership throughout the startup process. He efficiently oversaw the onboarding and training of a workforce exceeding 200 migrant shelter workers, strategically aligning their deployment to meet the daily staffing requirements of 60 individuals across five shelters operating on a 24/7 schedule. Additionally, Nick played a crucial role in ensuring accurate daily reporting to both the City of Denver and the State of Colorado.

Texas Department of Housing and Community Affairs | CohnReznick | Emergency Rental Assistance (April – December 2021)

Nick managed a project of almost 400 staff as a subcontractor under CohnReznick to the State of Texas Emergency Rental Assistance (ERA) program. Our staff reviewed, QA/QCed and approved applications for ERA for both tenants and property owners. The team processed over 100,000 ERA applications, approved 76,000 applications for assistance with over \$412,000,000 in assistance approved.

Operations Manager (February – March 2021)

Multiple Clients | Emergency Rental Assistance

Nick onboarded over 100 eligibility reviewers in just a couple of weeks to run a brand-new assistance program from the Treasury department.

Field Supervisor (2019 – 2020)

Hurricane Sally | City of Pensacola, FL (October 2020)

Nick supervised the immediate response to debris recovery efforts following the events of Hurricane Sally. More than 75 debris monitors were hired and trained within 72 hours of Tetra Tech being activated. Nick supervised all field and debris management site operations while devoting specific attention to training and running the hazardous trees and hanging limbs removal program. Nick trained staff on the specifics of monitoring the removal of hazardous trees and hanging limbs to ensure compliance with FEMA guidelines – ensuring the City of Pensacola received maximum reimbursement for their recovery efforts. In total, over 574,000 cubic yards of debris and 4,500 hazardous limbs were monitored for removal.

Disaster Preparedness Truck Certifications | Polk County, FL (March 2020)

Nick worked with a small team of disaster recovery professionals to pre-certify the County's fleet of trucks in preparation for the 2020 hurricane season. Additionally, he consolidated and prepared data reports for the County and for internal purposes.

Disaster Preparedness Truck Certifications | Broward County, FL (June 2019)

Nick worked with a small team of disaster recovery professionals to pre-certify the County's fleet of trucks in preparation for the 2019 hurricane season. Additionally, he consolidated and prepared data reports for the County and for internal purposes.

Hurricane Michael Waterway and Private Property Debris Removal | Bay County, FL (March 2019)

Nick assisted startup efforts for waterway and private property debris removal when the focus of recovery efforts shifted from Right of Way debris removal to more specialized recovery efforts.

Planner**Disaster Debris Management Planning | Montgomery County (2019-2020)**

Nick worked with the County and its incorporated municipalities to design a comprehensive Debris Management Plan. Additional preparedness projects include a Debris Management Site Survey and Report, and the development and execution of a Disaster Scenario Tabletop Exercise to test the strengths of the County's new Plan and familiarize County staff with disaster debris recovery efforts.

Disaster Preparedness Project | Hillsborough County, FL (2019 – 2020)

Nick is assisting the County with a variety of disaster preparedness and planning projects. These include updating the County's Disaster Debris Management Plan, designing Standard Operating Procedures for key Disaster Operation County Staff; conducting and developing a Debris Management Site Survey and Report; pre-certifying the County Public Works Department's Vehicles; and designing a Disaster Scenario Tabletop Exercise to prepare County stakeholders for the 2019 hurricane season.

Disaster Recovery and Debris Management Planning | St. Johns County, Florida (2019 – 2020)

Nick worked closely with the County's Public Works Department to develop a Disaster Debris Management Plan. This project is continuing with the development of Standard Operating Procedures and Actions Plans for key divisions within the Public Works Department for Disaster Recovery Operations.

Disaster Debris Management Planning | Collier County, Florida (2019 – 2020)

Nick worked with the County to design and write a new Disaster Debris Management Plan. This project incorporated many key lessons learned from the recovery efforts of Hurricane Irma.



30YEARS OF
EXPERIENCE**Areas of Expertise**

Project Management

Operational Management

Hiring & Onboarding

Customer Service

Administrative Management

Key Training/Certifications

Yellow Belt Sigma Six Certification

Art of Management Certification

Aspiring Leaders Graduate

Education

Bachelor of Art in Business

Administration, Strayer University,
In Progress

EXPERIENCE SUMMARY

Ms. Norma Diaz is an expert in on-site operations with over 30 years of experience, 25 years of which have been at the management level. Norma has proven she can lead large teams of employees to provide excellent customer service. In her previous role as Assistant Operations Manager in 2020, she successfully restructured a call center with over 300 employees and cleared an inherited backlog of over 300,000 service requests. During the COVID-19 pandemic, she was recognized for business continuity as she continued exceeding service level agreements and established \$150,000 in cost savings while maintaining a 96% customer satisfaction rating.

Throughout her career, Norma has been recognized for her outstanding leadership and operational excellence. Her contributions to the State of Maryland Homeowner Assistance Fund Program earned her Tetra Tech's prestigious Iron Man Award for exceptional performance. Additionally, her work on the State of Texas Emergency Rental Assistance Program led to nominations for four Tetra Tech awards: Rookie of the Year, The Conductor, Service Before Self, and another Iron Man Award. These accolades underscore Norma's ability to drive results, streamline operations, and exceed project benchmarks while maintaining a high standard of service.

RELEVANT EXPERIENCE**Project Manager Operations (December 2022 – Present)****State of Texas | Harris County MBO**

Currently, Norma oversees the operations for the Harris County Mandatory Buyout Program. Under her leadership, the team was able to submit over 400 draws in 2024 totaling \$18 million while exceeding benchmark goals. With Norma's strategic operational guidance, Tetra Tech is on target to conclude the project successfully. Norma provides tools and leverages her experience to support the day-to-day project operations. Throughout this project, she assisted in the development and maintenance of project plans, including task lists, schedules, and milestones. In addition, she monitored project progress, identified potential risks or issues, and escalated as necessary to ensure timely resolution. She contributed to continuous process improvement efforts, identifying opportunities to streamline workflows and enhance efficiency.

Project Manager (October 2023 – April 2024)**State of Colorado | CO Denver EM Shelter Project**

Starting in 2023, Norma was the Lead Project Manager for Denver Shelter Operations. Under her operational guidance, she successfully managed the operations for five migrant shelters. Her team provided onboarding, classroom and practical training, supervision, and around the clock staffing. She minimized risk by ensuring documented health and safety training was provided, and she became familiar with the labor laws for the City of Denver. Norma was dedicated to providing a safe and sanitary environment for the impacted population.

Project Manager-Operations (April 2022 – December 2022)**State of Maryland Homeowner Assistance Program**

In 2022, Norma leveraged her operational excellence experience to successfully manage the day-to-day operations as the Project Manager for the State of Maryland Homeowner Assistance Fund Program. She designed and executed an action plan to ensure success. Under her operational guidance, the project continuously exceeded milestones and KPIs. As a result, she was awarded Tetra Tech's Iron Man Award for her exceptional performance.

Norma successfully managed day-to-day project operations. She aligned her team with processes and technology to identify appropriate strategies tailored to fit the client's goals for the project. She designed a foundational training platform to ensure all staff were educated on policies and procedures relevant to their positions. Norma continuously drove rapid improvement and delivered results.

Project Manager (April 2021 – April 2022)**State of Texas | Emergency Rental Assistance Program**

Beginning in 2021, Norma was the Lead Project Manager for the State of Texas Emergency Rental Assistance project. This project helped over 76,000 families stay in their homes through the disbursal of more than \$412 million in grant funds. For her outstanding performance on this project, Norma was nominated for four Tetra Tech awards, including Rookie of the Year, The Conductor, Service Before Self, and Iron Man.

Norma successfully managed day-to-day project operations and over 350 employees. She led cross-functional teams, providing direction, support, and motivation to achieve project objectives. She actively engaged in ongoing process improvements identifying avenues to streamline processes and provide quality results. Norma created innovative onboarding, training, and development initiatives that resulted in a notable surge in productivity, surpassing client expectations.

Assistant Operations Manager (2018 – 2021)**Conduent | Ocoee, FL**

Norma was directly responsible for the Essential Workforce of more than 300 employees encompassing five major projects: call center support, finance support, operations, invoicing, and service requests. She provided regular maintenance of standard operating procedures to continually enhance the customer service experience and served as the primary liaison for collection efforts on key accounts. Norma worked closely with leadership to coordinate service delivery work streams and update stakeholders on all key performance metrics. She utilized performance indicators to prioritize improvements and define contractual frameworks for client relationships. Norma performed these duties while remaining compliant to contractual, regulatory, and corporate service requirements.

High Performance Team Manager (2015 – 2018)**Booking.com | Orlando, FL**

Norma managed a team of high-performing customer service associates ranging from entry to senior level. She onboarded, coached, and developed associates to exceed customer expectations while promoting personal growth and upholding client and firm goals. Norma was responsible for daily associate contact, weekly call monitoring, monthly one-on-one meetings, and annual reviews. She partnered with leadership to meet and exceed contractual service levels.

On-site Implementation Manager (2014 – 2015)**ABC Financial | Sherwood, AK**

Norma worked alongside the business owners and managers to develop processes and organize management functions. She educated all office staff on software and system functions in relation to their individual responsibilities. Norma installed software and hardware in accordance with business needs. She also provided consultation and expert advice to management on technical products that best fit organizational objectives. This included sourcing outside vendors to provide additional equipment and services. Norma routinely resolved client concerns that arose during the implementation process.

**40+**YEARS OF
EXPERIENCE**25**DISASTER
PROGRAMS**\$1B**ACTION
PLANS**Areas of Expertise**Community Development
Programs

Federal Grant Management

Housing, Infrastructure, and
Economic Development**Training and Certifications**

Labor Compliance, HUD

Citizen Participation, HUD

Housing Rehabilitation, HUD

Multi-family Housing, HUD

Procurement 2 CFR 200, HUD

Southern Building Code

URA/Voluntary and Involuntary
Buyouts and Acquisitions, HUD

104 (d), HUD

MIT, HUD

Fair Housing and Equal
Opportunity, HUD

Section 3, HUD

NDR, HUD, Rockefeller
Foundation

Record-Keeping, HUD

Economic Development
Finance, ED 101

Lead-Based Paint, LSU

Grant Experience

CDBG-DR

CDBG-MIT

EducationB.A, Louisiana State University,
1982**EXPERIENCE SUMMARY**

Ms. Suzie Elkins has worked with state and federal programs for more than 40 years. She was responsible for Louisiana's state and local governments receiving billions of dollars of federal grant funds. For 30+ years, she has had a good working relationship with the HUD staff in Washington, D.C. Suzie managed the Louisiana Office of Community Development, which includes three divisions: Community Development Office, State Grants Management Office, and the Disaster Recovery Office.

Suzie oversaw the largest supplemental appropriation in the history of disaster recovery. Louisiana received one supplemental appropriation for Hurricane Andrew and three supplemental appropriations for Hurricanes Rita and Katrina. Suzie's responsibilities included administering and ensuring compliance with HUD, state, and program regulations for over 25 disaster programs for activities such as housing, infrastructure, and economic development programs. She also assisted in the development of the Action Plans for over \$1 billion; wrote memorandums of agreement for data sharing for SBA, FEMA, etc.; wrote waiver letters; and developed a model agreement with banks after coordinating with the National Mortgage Lending Association and the Louisiana Bankers Association for escrowing housing compensation funding. Of the \$13 billion, approximately \$322,555,660 was utilized for economic development programs to assist businesses impacted by the disaster.

After retiring from the State, Suzie created a consulting firm to provide community development planning services to states and local governments. In the past eight years, she has worked on many disaster recovery programs.

RELEVANT EXPERIENCE**Senior CDBG Advisor, Colorado Disaster Recovery (2016-2017)**

Colorado Department of Local Affairs, State of Colorado

Technical Assistance to the Department of Commerce, set-up of the agriculture program, developed Disaster Recovery monitoring manual for the Department of Local Affairs to monitor subrecipients and state agencies, trained monitoring staff, and was the subject matter expert on the HUD laws and regulation for the Disaster Programs.

**Senior CDBG Advisor, City of Minot Disaster Recovery Programs and NDR Program, (2011-Present)
City of Minot, North Dakota**

Wrote two Disaster Recovery Action Plans and the NDR application, developed policies and procedures for the various programs such as housing rehabilitation/reconstruction, housing reimbursement, infrastructure, multi-family housing voluntary and involuntary buyout for the Disaster Recovery Program. Currently assisting in the implementation of the resiliency activities under the NDR grant.

CDBG-Disaster Recovery Programs

Since 2008, Ms. Elkins has assisted the Commonwealth of Puerto Rico, U.S. Virgin Islands, State of Illinois, City of Minot, City of Lake Charles, State of New York, State of New Jersey, State North Carolina, State of West Virginia, State of Colorado, and Harris County, Texas, on CDBG-Disaster Recovery Programs.

Ms. Elkins has worked with the States of Illinois and Colorado and the Cities of Minot and Lake Charles in developing policies and procedures for implementing disaster programs for rental rehabilitation and reconstruction, homeowner rehabilitation and reconstruction, reimbursement, buyout/acquisition (voluntary and involuntary), and infrastructure. She also provided assistance in the start-up of each of these programs. For the State of New York, she assisted in writing the policies and procedures for the homeowner rehabilitation program. Ms. Elkins also wrote the Disaster Recovery Actions Plans for the State of Illinois, the State of Louisiana, and the City of Minot, and she assisted in writing the Action Plan for the State of New Jersey. She has also written three CDBG disaster recovery manuals for three states. Ms. Elkins has reviewed action plans and provided HUD TA to the Commonwealth of Puerto Rico, State of West Virginia, and the U.S. Virgin Islands.

Ms. Elkins is currently serving as **Senior CDBG Advisor for the Harris County Disaster Recovery Program, Involuntary Buyout Program** where she is assisting with developing a compliant Involuntary Acquisition Program. She is writing program policies and standard operating procedures for involuntary acquisition for Harris County Buyout Interest Areas.

Louisiana Housing Finance Agency, Harris County, and the Louisiana Land Trust, 2008. Ms. Elkins developed CDBG monitoring manuals and Action Plans; designed Regular CDBG and Disaster CDBG housing, infrastructure and economic development programs; and developed NSP1 and NSP2 applications for the State, contracts for NSP subrecipients, and a NSP training manual for subrecipients and State staff.

Expert, HUD Problem Solving Clinic, HUD, (2018)

Atlanta, Georgia

Expert presenter on CDBG-DR Action Plan and amendments and Buyout Programs.

Office of Community Development, DOA, State of Louisiana, 1981-2008

Ms. Elkins retired from state government as the Executive Director of the Louisiana Office of Community Development. This office prepares the Consolidated Plan for the State of Louisiana, which serves as the application for federal grants amounting to \$57,500,000 annually. These grants are for the HOME, Housing Opportunities for Persons with Aids, Emergency Shelter Grants, and the CDBG programs. This office also receives federal funding to administer the state Community Development Block Grant and other federal programs associated with community development such as the disaster recovery programs. CDBG programs that were implemented included Public Facilities, Housing, Technology, LaStep, Economic Development, and Demonstrated Needs. The annual budget was approximately \$10 billion.

Ms. Elkins directed this office in its efforts to pursue other funding sources for community and economic development in small Louisiana cities. She worked closely with the United States Department of Agriculture, Environmental Protection Agency, Economic Development Administration, and United States Department of Housing and Urban Development to secure joint funding for community projects. By leveraging dollars, they were able to fund more needed community and economic development projects in Louisiana. In addition, Ms. Elkins directed the Office of Community Development, which received approximately \$30 million annually for distribution to non-entitlement communities and \$10 million in state general funds to provide funding assistance to local governments. She is knowledgeable of federal programs that are available to states and local governments. She and her staff developed a data system, which local governments, state staff, and legislators used to locate federal, state, and foundation funds for different types of projects.

Ms. Elkins also served as president to the Council of State Development Agencies (COSCDA). COSCDA is a national organization based in Washington, D.C., which advocates and enhances the leadership role of states in community and economic development through innovative policy development. COSCDA members are executive branch agencies that have primary responsibility for providing community development, housing, or local economic development assistance to localities and communities. As one of her COSCDA roles, Ms. Elkins reviewed and edited the “Boot Camp” training on CDBG regulations for State community development staff.



20YEARS OF
EXPERIENCE**7**

DISASTERS

7GRANT
FUNDING**Areas of Expertise**

Project Management

Cost Estimates

Inspections

Construction Permitting

Grant Experience

FEMA PA

CDBG-DR

DR-4339 Hurricane Maria

DR-4336 Hurricane Irma

Key Training/Certifications

OSHA 30 hours: Construction Industry

OSHA 10 hours: General Industry

PR Professional Engineer License

College of Engineers and Land Surveyors of Puerto Rico (CIAPR)

Education

Bachelor of Science, Civil Engineering, University of Puerto Rico, Mayagüez Campus, 2005

EXPERIENCE SUMMARY

Ms. Espada is a licensed Professional Engineer with extensive experience in project management, engineering design, construction inspections, and cost estimation for both public and private sector clients. Ms. Espada leads impactful projects that strengthen infrastructure, support recovery, and revitalize communities with a focus on resilience and quality of life.

In the aftermath of Hurricanes Irma and Maria, Ms. Espada served as a Cost Estimator with Tetra Tech, where she supported the FEMA Public Assistance (PA) grant program. She was instrumental in preparing over 350 detailed cost estimates for damaged public infrastructure, facilitating the disbursement of more than \$120 million in federal recovery funds. Her work directly contributed to the restoration of essential services and facilities across multiple municipalities.

Currently, Ms. Espada is a Project Manager for the City Revitalization Program, where she oversees a portfolio of infrastructure and housing projects funded through Community Development Block Grant – Disaster Recovery (CDBG-DR). She manages a team of 15+ staff and consultants, coordinates with local and federal agencies, and ensures compliance with HUD regulations. Under her leadership, the program has successfully launched over 25 community development projects, benefiting more than 10,000 residents and addressing critical needs in housing, drainage, and public facilities.

Ms. Espada was selected for this project due to her extensive experience managing federally funded infrastructure and housing initiatives, including over \$80 million in CDBG-DR and FEMA Public Assistance projects. As a licensed Professional Engineer, she brings deep expertise in federal compliance—Section 3, DBRA, WMBE/MBE, and HUD regulations—and a strong track record of delivering complex projects on time and within budget. Her leadership in coordinating multidisciplinary teams, streamlining permitting and reporting, and providing technical oversight ensures the project will be executed with precision, accountability, and measurable community impact.

RELEVANT EXPERIENCE**Project Manager (September 2021 – Present)****City Revitalization | PRDOH City Revitalization CDBG-DR Program**

Ms. Espada is a highly accomplished Project Manager overseeing the City Revitalization Program, where she leads the development and execution of federally funded infrastructure projects. With a strong command of CDBG-

DR regulations and HUD compliance, she has successfully managed over \$80 million in recovery funds, driving transformative outcomes in disaster-impacted communities through strategic leadership, technical expertise, and operational excellence.

- Leads daily operations of the City Revitalization Program, serving as the main liaison between leadership and subrecipient teams.
- Manages full project lifecycle for CDBG-DR-funded infrastructure initiatives, ensuring regulatory alignment and strategic execution.
- Directed 25+ subrecipient agreements, overseeing projects valued at over \$80 million in federal recovery funding.
- Coordinates reporting and compliance, delivering timely updates on project status, performance, and milestones.
- Provides technical assistance and mentorship, supporting subrecipients and internal staff throughout project development.
- Resolves complex challenges related to scope, budget, and timelines through proactive oversight and coordination.
- Ensures full HUD compliance, contributing to the successful revitalization of disaster-affected communities.

Cost Estimator (June 2018 – September 2021)

Hurricane Maria | FEMA Public Assistance Program

Ms. Espada played a critical role in Puerto Rico's post-Hurricane Maria recovery as a Cost Estimator under the FEMA Public Assistance (PA) program. Her leadership in developing accurate scopes of work and cost estimates, combined with her technical expertise and collaboration with state and federal stakeholders, directly supported the obligation of millions in federal recovery funds and the advancement of hundreds of infrastructure projects across the island.

- Led development of scopes of work and cost estimates for hurricane-damaged infrastructure under FEMA's PA program.
- Collaborated with State Program Delivery Managers and applicants to guide project formulation and ensure eligibility.
- Reviewed and validated FEMA-prepared cost estimates, ensuring accuracy and alignment with federal guidelines.
- Produced data-driven estimates using RSMeans, supporting the obligation of millions in federal recovery funds.
- Provided technical support in interpreting and developing Project Worksheets (PWs).
- Contributed to hundreds of recovery projects across Puerto Rico.
- Completed FEMA PA coursework, passed background checks, and maintained an active FEMA badge, demonstrating full operational readiness in federally supported disaster recovery environments



12YEARS OF
EXPERIENCE

Areas of Expertise

Corporate Communications

Graphic Design

Social Media Management

Digital Media

Photography/Videography

Community Outreach

Grant Experience

Harris County Project Recovery

Harris County Post Disaster
Relocation and Buyout ProgramHarris County Community
Development Block Grant –
Mitigation (CDBG-MIT)**Education**University of Houston-
Downtown, Bachelor of Arts,
English – Creative Writing, 2022

EXPERIENCE SUMMARY

A dedicated communications specialist with over 12 years of experience in copywriting, graphic design, copy editing, and administrative support, Ms. Charley Fisher is known for her meticulous attention to detail and a proven ability to work independently while consistently meeting tight deadlines. She is skilled in creating engaging content and managing comprehensive marketing and communication strategies.

RELEVANT EXPERIENCE

Communications Specialist (August 2022 – Present)**Harris County | Post Disaster Relocation and Buyout Program**

Community outreach and public relations consultant for mandatory buyout program.

- Consulting as the Deputy Public Relations Officer at the local client site, supporting various community activities and program outreach
- Developed print and outreach materials using Adobe Illustrator, InDesign, and Photoshop
- Created video materials, including storyboarding, scriptwriting, shooting, and editing with Adobe Premiere Pro
- Managed the entire lifecycle of outreach communications, including development, editing, translation, scheduling, and dissemination of press releases, flyers, outreach materials, direct mailers, email marketing, SMS messaging, and corporate collateral
- Provide translations services for outreach communications and client website
- Evaluated the effectiveness of communication strategies and tactics
- Monitored media and social media activity related to programs in English and Spanish language media outlets
- Act as webmaster and provide best practice recommendations for client websites

Communications Specialist (April 2020 – July 2022)**Urban Garden Project**

Community outreach coordinator and social media specialist for startup non-profit.

- Serve as a subject matter expert for best practices in content creation, distribution, and maintenance
- Responsible for marketing content and maintaining social media profiles for the organization

- Develop engaging messages with clear communication with a focus on brand-appropriate content
- Design and maintain the company's E-commerce website ensuring the optimization of SEO content
- Creating and monitoring Google AdWords, Facebook, and Instagram (META) campaigns
- Design and compose email templates and monthly newsletter
- Manage tracking open/click engagement rates and conducting A/B testing

Freelance Graphic Designer (May 2013 – January 2019)**Artist Loft Media**

Freelance graphic designer and videographer specializing in long-form media content and desktop publications.

- Designed flyers, advertisements, and magazines for commercial clients
- Designed and maintained websites to ensure proper web page flow, graphics integration, and content updates occurred correctly
- Responsible for content creation, copywriting, and copy editing
- Performed detailed photo retouching, editing, and photo manipulation utilizing Adobe Creative Suite
- Met meticulous deadlines to ensure work was completed to clients' standards

Executive Assistant (November 2008 – May 2016)**Consulate General of Japan**

Assistant to the consul-general and deputy consul-general of Japan.

- Composed and edited federal documents for grammar, punctuation, and fact-checking
- Responsible for speech writing, translating, and language polishing official correspondence
- Management of corporate event planning for the office by executing annual galas as well as small diplomatic events
- Coordination of event tasks: compiling guest lists, production of name badges, place cards, menu cards, and seating assignments for events and galas
- Managed scheduling and implementation of delegation visits
- Arranged domestic and international travel accommodations



24YEARS OF
EXPERIENCE**Areas of Expertise**

- CDBG-DR/MIT/CV Program Implementation/Management
- Federal and State Funding Program Management and Compliance
- Disaster Recovery Planning
- Community and Economic Development Planning
- Land Use and Redevelopment Planning
- Comprehensive Planning
- Project Management
- Market and Feasibility Analysis

Professional Affiliations

- American Planning Association

Key Training/Certifications

- Lead Safe Work Practices Certification
- Integrated Disbursement of Information System (IDIS) training certificate
- FEMA Mitigation Planning for Local and Tribal Communities Certification
- FEMA Introduction to Hazard Mitigation Certification

Education

- University of Arizona, 1997

EXPERIENCE SUMMARY

Mr. Genga is a community and economic development planner with experience managing and contributing to diverse land use and community planning projects as well as redevelopment and growth planning initiatives. For more than 20 years, he has worked with multi-disciplinary teams of subconsultants in key project roles, providing community, economic, and housing development consulting services.

Mr. Genga has assisted states, counties, and municipalities with federal and state grant programs, including all phases of grant activity from application completion and submission, through program implementation and compliance management, to project closeout. Mr. Genga has also worked extensively in disaster recovery as a key staff member providing insight, technical services, compliance guidance, regulatory oversight, and implementation guidance for federally funded disaster recovery programs through the FEMA, HUD, and the Department of Treasury. Disaster recovery work has included planning and designing projects and programs focused on long-term resilience and incorporating disaster mitigation concepts and features when possible. He continues to support sustainable and resilient planning techniques in the development and implementation of disaster recovery projects.

RELEVANT EXPERIENCE**Disaster Recovery/Mitigation/Resilience Planning****Community Development Block Grant Mitigation Funds/Disaster Recovery (CDBG-MIT/DR) Action Plan and Implementation Plan Development | Philadelphia, PA (Present)**

Mr. Genga currently provides ongoing technical support service in the development of the City of Philadelphia's CDBG-MIT/DR Action Plan for impacts from Hurricane Ida.

Community Development Block Grant Mitigation Funds/Disaster Recovery (CDBG-MIT/DR) Action Plan and Implementation Plan Development | Sarasota, FL (Present)

Mr. Genga currently provides ongoing technical support service in the development of the Sarasota County's CDBG-MIT/DR Action Plan for impacts from Hurricane Ian.

HOME Investment Partnership – American Rescue Plan (ARP) COVID Recovery Funds | Lexington County, SC (Present)

Mr. Genga currently provides ongoing technical support service and project/program implementation guidance on all aspects of the county's

HOME-ARP funded projects and programs. He provided guidance for the development of the Allocation Plan and associated policies and procedures for the implementation of the county's HOME-ARP funded projects. He is responsible for ensuring that all HUD HOME-ARP regulatory requirements are met and are included in the County's program. He is currently the primary HUD consultant regarding the County's HOME-ARP program and assists in programmatic compliance.

Community Development Block Grant Mitigation Funds/Disaster Recovery (CDBG-MIT/DR) Action Plan and Implementation Plan Development | Nashville/Davidson County, TN (Present)

Mr. Genga currently provides ongoing technical support service and project/program implementation guidance on all aspects of the county's CDBG-MIT/DR funded project and programs. He developed the Action Plan and is currently developing the Implementation Plan the county's CDBG-MIT/DR funded projects under HUD's new Consolidated Notice guidance. He is responsible for ensuring that all HUD CDBG-MIT/DR-combined Action and Implementation Plans are developed in accordance with HUD regulatory requirements and result in the implementation of any eligible projects meeting the County's greatest disaster recovery needs.

Community Development Block Grant Mitigation Funds/Disaster Recovery (CDBG-MIT/DR) Action Plan and Technical Services | Lexington County, SC (Present)

Mr. Genga currently provides ongoing technical support service and project/program implementation guidance on all aspects of the county's CDBG-MIT/DR funded project and programs. He developed the Action Plan and associated policies and procedures for the implementation of the county's CDBG-MIT/DR funded projects and supported Disaster Recovery Grant Reporting system management. He is responsible for ensuring that all HUD CDBG-MIT/DR regulatory requirements are being met and are included in the county's program. He is currently the primary HUD consultant regarding the county's CDBG-MIT/DR program and assists in programmatic compliance.

Community Development Block Grant Disaster Recovery (CDBG-DR) Technical Services | Monroe County, FL (Present)

Mr. Genga currently provides ongoing technical support service and project and program implementation guidance on all aspects of the county's CDBG-DR funded project/programs. He developed the comprehensive guidelines and support documentation for the implementation of the county's CDBG-DR funded Voluntary Housing Buyout Program. He is responsible for ensuring that all HUD and Florida Department of Economic Opportunity CDBG-DR regulatory requirements are being met and are included in the County's program. He is currently the primary HUD consultant regarding the County's CDBG-DR program and assists in the day-to-day implementation of the programs.

Tompkins County Resiliency and Recovery Plan | New York (Present)

Mr. Genga is currently providing economic disaster recovery support for this planning process, which integrates the current County hazard mitigation plan update with the development of a resiliency plan to address the potential for climate change impacts and hazard events to negatively effect the life, safety, welfare, and economy of the County and its residents and businesses. The combined plan will include sections focused on mitigation of natural hazards, debris management, a critical infrastructure and drought analysis, a public participation and outreach strategy, a Community Rating System Impact Assessment and technical assistance, and a community economic recovery plan. Mr. Genga is responsible for the development of the Economic Recovery Plan portion of this endeavor.

CDBG-DR Action Plan and Technical Services | St. Johns County, FL (2018–2020)

Mr. Genga provided ongoing technical service and project and program implementation guidance on all aspects of the County's CDBG-DR funded project and programs. This included assisting in the acquisition and inclusion of two CDBG-DR funding allocations. He developed the program policies and procedures for the implementation of the County's CDBG-DR recovery program for housing, infrastructure, and economic development. He was responsible for ensuring that all HUD and CDBG-DR regulatory requirements were being met and were included in the County's program.

CDBG-DR Action Plan and Technical Services | Richland County, SC (2016–2020)

Mr. Genga provided technical service and project and program implementation guidance on all aspects of the County's CDBG-DR funded project/programs. This included assisting in the acquisition and inclusion of two CDBG-DR funding allocations. He developed the program policies and procedures for the implementation of the County's \$23.5 million CDBG-DR recovery program for housing, infrastructure, and economic development. He was responsible for ensuring that all HUD and CDBG-DR regulatory requirements were being met and were included in the County's program.

CDBG-DR Action Plan and Technical Services | Hawai'i County, Hawai'i

Mr. Genga provided technical service and project and program implementation guidance on all aspects of the County's CDBG-DR funded project and programs as well as the County's overall housing and economic recovery and long-term resilience planning. The services that he provided included consultation on recovery priorities, scenarios, and project identification, as well as the coordination of recovery funding. He is responsible for ensuring that all HUD and CDBG-DR regulatory requirements were being met and were included in the County's programs, as well as providing housing development and recovery expertise as part of short- and long-term recovery and long-term resilience.

Dauphin County, Community Development Block Grant – National Disaster Resilience Competition

Mr. Genga was a lead member of the Dauphin County CDBG-NDR planning team. This included developing an extensive and highly competitive application for submittal to the HUD for federally declared disaster recovery and resilience projects and initiatives. The total potential funding award was \$500 million and involved an extensive outreach and partnering process. Mr. Genga and the planning team developed the Phase 1 and Phase 2 applications for submittal to HUD and the Rockefeller Foundation for review and consideration. The application involved working with municipalities and stakeholders and identifying and quantifying remaining unmet needs from Tropical Storm Lee impacts. This resulted in the identification of more than \$200 million in remaining unmet need, primarily involving damaged infrastructure. The team then incorporated a flood and climate change assessment modeling system developed by Tetra Tech, which is to be utilized across Dauphin County to identify the scale and area of future impacts. A methodology was then developed to "promote, protect, connect" the County in a comprehensive manner to not only protect from future flood disasters but to also incorporate resilience, green initiatives, outreach and education, economic development, housing preservation and development, land use planning, and stormwater management into a single planning initiative for the County.

New York Rising Community Redevelopment Program. For the New York State Housing Trust Fund Corporation

Mr. Genga provided recovery planning and economic redevelopment support as part of the Tetra Tech team that prepared comprehensive reconstruction and redevelopment plans for communities impacted by Hurricane Irene and Tropical Storm Lee. Work on this project entailed project management, strategic visioning, risk assessment, housing and community needs assessments, compliance monitoring, and critical

infrastructure analysis in support of an overarching economic redevelopment plan for each community. This program resulted in comprehensive reconstruction plans to enable these communities to increase their resilience to flooding and to “Build Back Better.”

Community Planning and Economic Development Services

Mr. Genga provides both public- and private-sector clients with community and economic development planning, real estate development, and project management services. He offers project management and technical support services for a range of community planning projects involving land use, redevelopment, disaster recovery and strategic planning, and economic development.

Commonwealth of Pennsylvania Office of Budget Redevelopment Assistance Capital Program Support Services (2019 – Present)

Mr. Genga works with a team of staff members in supporting the Office of Budget on conducting oversight and review of Redevelopment Assistance Capital Program Application and Business Plan submissions. He also provides construction monitoring services on behalf of the Office of Budget.

Planning Series Document Development, Reducing Land Use Barriers to Fair and Affordable Housing, Pennsylvania Department of Community and Economic Development (2018 – 2022)

Mr. Genga led the comprehensive review and rewrite of the Commonwealth’s Planning Series document, Reducing Land Use Barriers to Affordable Housing. The Commonwealth adjusted the focus of the document to address both affordable and fair housing issues. This involved a complete rewrite with inclusion of national best practices for addressing fair housing issues and barriers to affordable housing. Services also included conducting 10 online training sessions for municipal and county administrators, planners, and staff regarding identifying and addressing affordable and fair housing issues.

Comprehensive Rewrite of the State of North Dakota’s Environment Review Guidelines (2021)

Mr. Genga led the comprehensive rewrite of the State’s environmental review guidelines to ensure state and federal regulatory compliance. He also assisted in conducting the State’s online training of the updated guidelines for counties and municipalities across the state.

Berks County Assessment of Fair Housing (2017)

Mr. Genga conducted the assessment of fair housing for Berks County, PA, as required by HUD. This was a joint assessment involving Berks County, the Berks County Housing Authority, the City of Reading, and the City of Reading Housing Authority. Mr. Genga led all efforts in the development and submittal of the assessment. This involved all phases of the assessment including public outreach, analysis, research, recording findings, and assisting in the development of goals and milestones to address identified issues.

Dauphin County, Development of the 5-Year Consolidated Plan

Mr. Genga managed and developed the entire 5-Year Consolidated Plan, as required under HUD regulations, for the Dauphin County Department of Community and Economic Development. This involved all aspects of public outreach, data collection, eCon Planning Suite and Integrated Disbursement and Information System (IDIS) management, plan development, and submittal. The plan was developed over the course of approximately nine months and contained no significant findings by HUD when submitted and reviewed.

ADDITIONAL TRAINING/CERTIFICATIONS

Lead Safe Work Practices certification, IDIS training certificate through Pennsylvania Department of Community and Economic Development

New Jersey Council on Affordable Housing Module I Training for Municipal Housing Liaisons

Relativity Certified Administrator, Administrators, and Administrative Agents

FEMA Introduction to Hazard Mitigation Certification

FEMA Mitigation Planning for Local and Tribal Communities Certification

ADDITIONAL EXPERIENCE

Microsoft Office Suite, Adobe Illustrator, Google Sketchup, geographic information system and remote sensing, primarily using Environmental Systems Research Institute software

EMPLOYMENT HISTORY

Tetra Tech (2014 – Present)

Delta Development, Inc. (2011 – 2014)

Mullin & Lonergan Associates, Inc. (2001 – 2011)

Delaware Valley Regional Planning Commission (1999 – 2001)



18YEARS OF
EXPERIENCE**Areas of Expertise**

- Case Management
- Record Keeping
- Client Relations
- Audits
- Customer Service
- Applicant Outreach

Grant Experience

- CDBG

Key Training/Certifications

- URA Overview Modules 1, 2, & 3
- Davis-Bacon Labor Standards 101 for Local Contracting Agencies

Education

Winthrop University, Bachelor of Arts in English, Minor in Secondary Education, 1994

EXPERIENCE SUMMARY

Ms. Harley is a Case Manager for federally funded disaster relief programs. She is an expert in written and verbal communication skills, and she possesses meticulous attention to detail. She is an energetic and reliable member of the Tetra Tech team. She works to exceed client needs and the needs of program applicants.

Before joining Tetra Tech at the beginning of 2021, she served 11 years in the personal fitness industry. She gained professional experience as an office and warehouse manager in the fastener industry. Ms. Harley also spent 20 years focused on raising children and running a household, which has been her most gratifying and labor-intensive job to date.

RELEVANT EXPERIENCE**Junior Consultant (January 2023 – Present)****Lexington County, SC | SC Home-ARP**

Ms. Harley ensures that the Home-ARP program stays within HUD guidelines and follows the Allocation Plan and Policy & Procedures set forth by the County.

Quality Assurance Specialist (June 2022 – Present)**Harris County, TX | Project Recovery Program**

Ms. Harley is responsible for preparing official forms for final signature by correcting, condensing, and making necessary modifications. She provides Quality Control for documents that are sent to both property owners and Harris County officials.

Case Manager (February 2022 – Present)**Richland County, SC | CDBG-DR Program**

Ms. Harley initially joined this team to help organize applicant files for the client. She assisted in a successful HUD corrective action involving the complete audit of over 170 files. As this program transitions to a Mitigation program, Ms. Harley will serve as case manager for the program.

Case Manager (January 2021 – Present)**Lexington County, SC | CDBG Voluntary Home Buyout Program**

Ms. Harley initiated and maintained contact with CDBG program applicants to best direct them through the Home Buyout Program process. She assisted the County by providing guidance to County officials regarding program applicants. Ms. Harley ensured files met the specifications set forth by HUD and the County. She also drafted and edited forms for the Buyout Program.

ADDITIONAL EXPERIENCE

Personal Trainer and Fitness Instructor (2003 – 2014)

Self Employed | Lexington, SC

Ms. Harley maintained a client list of 15 individuals to offer personalized fitness instruction and guidance. She designed group workouts for all levels of fitness. She evaluated, assessed, and monitored the progress of each athlete specific to each individual's fitness level.

Warehouse and Office Manager (1995 – 2000)

Assembly Fasteners, Inc. | Columbia, SC

Ms. Harley oversaw the receival and stocking of fasteners for a 10,000 square foot warehouse. She functioned as a liaison between staff, suppliers, and clients. She was in charge of on time delivery, stocking, and customer service for large organizations including ABB, Square D, and Cutler Hammer. Ms. Harley also led the hiring, training, and evaluation processes for warehouse employees. She delegated tasks to her team members, attended meetings with senior management, maintained the office budget, and ensured all documents were filed appropriately to uphold accuracy of records.

EMPLOYMENT HISTORY

Tetra Tech (January 2021 – Present)

Self Employed (2003 – 2014)

Assembly Fasteners, Inc. (1995 – 2000)



COMPASS GROUP

34

YEARS OF
EXPERIENCE

Areas of Expertise

Multifamily Affordable Housing

Housing Financing &
Underwriting

Asset Management

Public Policy Advisory

Program Implementation &
Compliance

Education

Bachelor of Arts, New York
University, 1989

Anker Heegaard

Multi- Family SME

EXPERIENCE SUMMARY

Anker Heegaard brings over 25 years of experience managing large-scale multi-family housing recovery efforts within disaster recovery programs, including HUD's CDBG-DR. As an expert in multifamily affordable housing financing, underwriting, asset management, and public policy, he has successfully overseen implementation of multi-family housing projects involving hundreds of millions of dollars in federal funding. Anker played a key role in the State of Louisiana's disaster recovery programs, managing over \$1 billion in CDBG-DR funds dedicated to affordable housing construction and rehabilitation. His expertise includes developing and executing program policies, ensuring compliance with HUD affordability requirements, and managing detailed project conformance activities such as cost estimating, quantity surveys, and design document reviews.

RELEVANT EXPERIENCE

Principal (1997 - Present)

The Compass Group

Co-founder and Managing Member of firm specializing in consulting and information products and services to the affordable housing industry. Clients include multifamily regulatory agencies, cities, states, counties, housing owners, managers, and capital sources. Selected assignments and accomplishments include:

- Advised the State of Louisiana on multi-family, affordable housing policy, finance, transactions and asset management issues for a portfolio of over \$1B in CDBG disaster recovery funds awarded pursuant to Hurricanes Katrina, Rita, Gustav, Ike and Isaac, Laura, Delta and the Great Floods of 2016. Over 17 years, engineered an approach to the State's investments, which resulted in over 25,000 units of new housing. Key areas of focus have been the design and administration of competitive funding programs to achieve mixed income, deep affordability, long-term viability and disaster resilience, including funding strategies to enhance outcomes and reduce client risk and loan and asset management to ensure a flow of legacy income for reinvestment in additional housing. Created middle market approach enabling the State to fund developments for moderate income renters through loans which will achieve both affordability and full repayment. Competitively re-awarded contract four times, based on performance and value.
- Advise HUD's Office of Recapitalization (Recap). Designed and oversee a web-based, searchable archive of program information (the Resource Desk) that provides Recap and its partners with a process management framework for all RAD transactions. Served as an underwriter and advisor on hundreds of complex Mark-to-Market transactions, negotiating financial restructurings of properties in the program. Retained for advisory work and underwriting on post-M2M transactions.

- Key advisor to HUD's Office of Community Planning and Development, providing technical assistance in support of the HOME, HOME-ARP, CDBG and NSP programs, including training, direct TA, written materials, financial models, and resources. Serve as workout specialist for HUD on troubled properties with HOME funds, brokering solutions between HUD, the grantee and the project sponsor.
- Designed and built an asset management reporting system for NeighborWorks America's Multifamily Initiative, tracking and reporting on performance indicators for thousands of participating properties. Subsequently awarded contract to redevelop and enhance the system for full automation, including a graphical peer reporting interface to provide members with performance benchmarking capabilities.
- Co-wrote and published industry-standard guidebooks on fair housing, HUD occupancy, and housing credit apartment management. Co-authored various studies on affordable housing dynamics and issues.
- Advise clients on housing finance and policy, including the Louisiana Recovery Authority, HUD's Office of Community Planning and Development, Vermont's Housing Conservation Board, the MacArthur Foundation, and others.

Director of Program Development (1991 – 1997)

NHP Incorporated

NHP was then the nation's largest owner and manager of affordable multifamily housing. Originally charged with coordinating an internal committee dedicated to reducing the impact of drug-related crime on the company's properties through shared information and centralized resources. Ultimately supported and enhanced the anticipated growth of the company through the design and development of an array of corporate programs.

**20+**YEARS OF
EXPERIENCE**Areas of Expertise**

Disaster Recovery & Grant Management

Municipal Administration & Governance (City & County Management)

Strategic Planning & Community Development

Land Use & Zoning Policy Development

Infrastructure & Transportation Planning

Stakeholder & Public Engagement

Program & Project Management

Grant Experience

FEMA

HUD CDBG-DR

ARPA

RIA

Key Training/Certifications

American Institute of Certified Planners (AICP) – since August 2008

Education

Florida State University, Master of Science in Urban and Regional Planning

University of South Carolina, Bachelor of Science in Sociology

EXPERIENCE SUMMARY

Ms. Tracy Hegler is a seasoned public sector leader and disaster recovery expert with over two decades of experience in grant management, urban planning, and community development. She brings a deep understanding of federal disaster recovery programs, having served as Grant Manager for \$90 million in FEMA and HUD disaster recovery funding following South Carolina's historic 2015 flood. In this role, she led compliance efforts, stakeholder engagement, and long-term recovery planning.

Before joining Tetra Tech, Tracy served as City Manager of the City of Cayce, SC, where she oversaw a full-service municipal government with a \$50 million budget and 213 employees. Her leadership resulted in major infrastructure revitalization, successful grant acquisition exceeding \$26 million, and strategic economic development initiatives. Tracy's expertise spans comprehensive planning, land development, and sustainable infrastructure, with prior roles directing planning and development for Richland County, SC, and serving as a Senior Project Manager for transportation and urban design projects.

At Tetra Tech, Tracy applies her extensive disaster recovery, case management, and municipal governance experience to help communities rebuild stronger and more resiliently.

RELEVANT EXPERIENCE**Senior Program Manager (February 2025 – Present)**

Tetra Tech, Inc.

As a Senior Program Manager for the Case Management team, Tracy provides strategic leadership and operational oversight to ensure effective delivery of disaster recovery case management services. This role involves coordinating with internal and external stakeholders, optimizing workflows to reduce survivor recovery time, and overseeing case managers to ensure timely and effective client support. Tracy also monitors program performance, implements process improvements, and ensures compliance with federal and state recovery programs. Since joining Tetra Tech, Tracy has been dedicated to the long-term disaster recovery efforts in Buncombe County, North Carolina, following Hurricane Helene.

City Manager (November 2018 – July 2024)

City of Cayce, South Carolina

The City of Cayce is located in the center of the state, along the Congaree River and adjacent to the State's Capital City, with a population of just over 14,000. The City is a full-service municipality with public safety (police and

fire/rescue); municipal court; utilities (water and sewer); parks development and maintenance; sanitation; planning, zoning, and building development; historical museum; and support services.

Appointed by and reporting to a five (5) member City Council (including a Mayor elected at-large), Tracy served as Chief Executive Officer for the City and policy and technical advisor to the Mayor and members of City Council. She managed day-to-day operations to ensure the provision of the highest quality community services; provided professional leadership and direction in the administration and execution of all policies established by Council; was solely responsible for the appointment and removal of all employees (213), and establishing levels of compensation; and prepared, recommended to Council, and administered the annual budget (more than \$50 million).

Select accomplishments include:

- Managed a very large utility system, consisting of 80 employees, seven (7) departments and the following systems:
 - Water Treatment – 9.6 million gallon per day capacity state of the art treatment plant, 225 miles of water lines, five (5) water tanks, six (6) water booster pump stations, and 8,150 customers
 - Wastewater Treatment - the 6th largest in the state covering a service area of over 72 square miles; 25 million gallon per day capacity state of the art treatment plant; 285 miles of lines; 76 pump stations; 13,140 customers
 - Septage and Grease receiving and treatment facility, which can take in over 100,000 gallons per day
 - Support, which handled over 500,000 calls per year; nearly 74,000 meter reads and over 150,000 annual billings
- Developed and implemented a capital improvement program for the City's Water and Wastewater system.
- Managed significant revitalization of the City's historic downtown area, including branding the River Arts District, adopting new zoning and development policies, installing over a dozen public art pieces, walkability upgrades, development of the Art Lot, and various support for new businesses.
- Secured and monitored spending of over \$26 million in grants/earmarks which included:
 - Annual Community Development Block (CDBG) Grants for infrastructure improvements and the City's first CDBG-funded \$1.5 million fire ladder apparatus Various economic development/arts grants for the revitalization of the River Arts District
 - A \$500,000 EPA Brownfield Assessment Grant
 - Nearly \$600,000 in funding from the SC DOT for stormwater improvements on State-owned streets
 - American Rescue Plan Act (ARPA) allocation of nearly \$7 million
 - State allocation of \$2 million for the design and development of the 12,000 Year History Park
 - Various RIA grants for water and sewer improvements of over \$2 million
 - A \$10 million South Carolina Infrastructure Investment Program (SCIIP) grant to improve stormwater in the City's Avenues neighborhood
 - Two (2) federal allocations for police technology improvements and sewer pump station upgrade
- Successfully separated one of the last remaining Public Safety Departments in the State into Police and Fire Departments and gained South Carolina Law Enforcement Accreditation for the Police Department the first time in the City's history.
- Responsibly managed over \$62 million in bonds, including refinancing certain bonds to save the City over \$1 million in interest payments.

- Led the City through the murder of one of its police officers in the line of duty and the kidnapping and murder of a seven-year-old child.
- Oversaw major development and planning improvements, such as updating the City's Comprehensive Plan, installing River Arts District and Riverwalk wayfinding signage and completing a City-wide Wayfinding Plan, publishing the Cayce Housing Study, developing Zoning Overlays and consistently reviewing land use and zoning policies to achieve the City's vision for growth, and developing the area's first infill development ordinance, ensuring new development is compatible with existing surrounding development.

Director of Community Planning and Development (January 2017 – November 2018)

Richland County, South Carolina

Part of the Executive Cabinet Team and reporting to the County Administrator, this position oversaw eleven (11) direct reports with a total staff of 140, twelve (12) major budgets, and a combined operating budget of \$10 million, for the following functions of County government: planning and development, zoning, building inspections, business service center, community development, conservation, deeds registering, property value assessments, new development/engineering, floodplain program, and sustainability. Selected accomplishments include:

- First to hold this position for a newly formed department, which was the result of multiple departments being merged after a reorganization adopted by Richland County Council in 2017.
- Managed the County's 2015 historic 1,000-year flood recovery effort, serving as grant manager for approximately \$90 million in disaster recovery federal grants from FEMA and HUD. This effort consisted of various forms of recovery for citizens and businesses impacted by the flood, which included property buy-outs, clean-up and rehabilitation/restoration of hundreds of properties within the County. Responsible for grant compliance and reporting; environmental compliance; reporting to various agencies, County Administration and County Council; leading and facilitating development of a recovery action plan by a multi-faceted Blue Ribbon Committee; and oversight of multiple contractors.
- Administered several million dollars in Community Development Block Grant funding
- Initiated the County's first Land Development Code update and rewrite in over 20 years, the goal of which was to completely modernize development regulations and zoning districts in a way that would ensure the County grew in a manner consistent with the objectives of the Comprehensive Plan, while promoting smart, sustainable and sophisticated land use principles.

Director of Planning and Development Services (March 2012 – January 2017)

Richland County, South Carolina

Reporting to the Assistant County Administrator, this position was responsible for the following: developing and implementing comprehensive plans and programs; the review and approval process for development proposals and land use applications; implementing the Neighborhood Improvement Program; developing area master plans; supervising staff; enforcing the County's land development code and zoning ordinances; and providing technical expertise in land use planning, master planning, and strategic planning projects.

- Updated the Richland County Comprehensive Plan in 2014, which included facilitating 15 public meetings and over two dozen stakeholder meetings
- Reviewed and streamlined the County's development review processes
- Created and marketed the Development Services Center (a one-stop shop for development review)

- Served as facilitator of the Development Roundtable consisting of representatives from the development and conservation communities to ensure feasibility of proposed codes, plans and ordinances
- Prepared a Green Infrastructure Plan for the County
- Implemented the County's first GIS-based enterprise development tracking software, CRW TrakIT (fully digitized development application, review and permitting)
- Planned and hosted three annual Neighborhood Planning Conferences, hosting key note speakers such as Mitchell Silver and Ellen Dunham-Jones
- Directed the activities of the Neighborhood Improvement Program
- Facilitated dozens of neighborhood meetings to contribute to the development of various Countywide plans and to assist in the understanding of zoning change impacts

ADDITIONAL EXPERIENCE

Senior Project Manager (October 2006 – March 2012)

Hall Planning and Engineering, Inc. | Tallahassee, Florida

HPE plans towns and cities with the nation's most respected new urban design firms. Their practice centers on creating walkable, context-sensitive transportation solutions. Services include TND charrette facilitation, walkable thoroughfare design, public involvement, urban complete streets, traffic engineering, growth management and concurrency analysis, parking and circulation, and preliminary design studies.

Reporting directly to the Company President, this position managed projects that developed contextually sensitive multi-modal transportation design for large-scale planning projects (for new developments and downtown redevelopments and revitalizations); some with large, multi-disciplinary teams. This required a unique understanding of the relationship between land use and transportation, how to interpret traffic studies and analyze the effect of certain designs on traffic volumes and transportation level of service.

Selected accomplishments include:

- Prepared the transportation element for numerous Comprehensive Plans in cities all over the country
- Assisted in the authoring of the HPE Walkability Index – a tool developed to measure the multimodal (or walkable) aspects of a corridor on a block-by-block basis
- Developed thoroughfare standards for Form Based Codes for cities and regions of different sizes
- Transportation lead for developing the Green Corridor Revitalization Plan for Ranson, WV, funded via multiple federal grants
- Provided contextually appropriate parking solutions for several cities, included downtown Charleston, SC, Savannah, GA and Seaside, FL
- Served as transportation expert at charrettes around the country

Director of Planning and Spaceport Transportation (May 2003 – October 2006)

Florida Space Authority | City of Cape Canaveral, Florida

Florida Space Authority was a Florida state government space agency created in 1989. Its mission was to retain, expand and diversify the state's space-related industry. The agency was consolidated with two other space entities in 2006 to create Space Florida. This position, reporting directly to the agency's Deputy Director, was responsible for directing all aspects of planning, including a staff of eight (8) and an annual, non-project related budget of \$550,000.



5YEARS OF
EXPERIENCE

Areas of Expertise

Project Management
Treasury Grant Programs
Case Management
Emergency Rental Assistance
Emergency Management
Disaster Response and Recovery Management

Market Research
Process Documentation
Training
Management and Leadership
Claims Adjusting

Grant Experience

Maryland HAF
Texas ERAP
Broward County ERAP

Disaster Experience

MEMA NCS
Hawaii Wildfires
Key Training/Certifications
FEMA ICS-100
Education
Rollins College, Bachelor of Arts in Healthcare Management with a Minor in Communications, 2022

EXPERIENCE SUMMARY

Ms. Rose Horne is a leader in management at Tetra Tech with experience in emergency management, disaster response and recovery, case management, claims adjusting, insurance, pharmaceutical management, quality management, and training. Rose has experience working on emergency management and response projects in Hawaii, Mississippi, the Maryland Homeowners Assistance Fund, Broward County, and the State of Texas. Each project has specific tasks, such as case management for emergency rental assistance (ERA), treasury funding, mortgage assistance, operations planning, development of standard operating procedures, facilitation of meetings, interpretation, and distribution of reports, and other management tools for monitoring project progress and encouraging staff output.

Most recently, Rose was a key player on the Mississippi Emergency Management project where Tetra Tech is employed to provide support to individuals in non-congregate shelters who have been determined eligible for assistance under the Federal Emergency Management Agency. Rose and the case management team transitioned over 25% of families into stable housing monthly and completed the project with 100% of families successfully transitioned into new housing.

Rose is currently the Call Center Project Manager for Tetra Tech. Rose plays a pivotal role in resolving escalated customer concerns and maintaining a positive work environment to foster employee motivation and retention while also achieving organizational goals related to customer service and operational excellence.

Before joining Tetra Tech, she previously worked as a Senior Case Manager for a pharmaceutical manufacturer where she managed a staff of twenty specialists and interfaced with key stakeholders to negotiate contracts for hub services for high-dollar specialty medications.

Rose was selected for this project based on her prior background in case management, training, and disaster response and recovery. Having accomplished all established targets and skillfully navigating obstacles, Rose has shown to be an invaluable member of the team.

RELEVANT EXPERIENCE

Call Center Project Manager (May 2024-Current)

Tetra Tech

As the Call Center Project Manager Rose oversees the daily operations of all teams responsible for handling customer inquiries and issues via phone, email, or chat. Rose's team is tasked with ensuring smooth and efficient call center operations by monitoring metrics such as call volume, average response time, and customer satisfaction scores. A key responsibility is to train and mentor call center staff, ensuring they have the necessary skills and knowledge to provide excellent customer service. Rose also creates and implement strategies to improve efficiency, such as optimizing workflows or updating scripts. Rose plays a pivotal role in resolving escalated customer concerns and maintaining a positive work environment to foster employee motivation and retention while also achieving organizational goals related to customer service and operational excellence.

Financial Analyst (April-May 2024)

Maui County, Hawaii | Wildfires Disaster Relief

Rose journeyed to Maui, Hawaii, to provide on-site support at the emergency operations center. Rose gathered documents and conducted audits to substantiate the commodities and services purchased by county agencies during the Wildfire Disaster. Rose also performed audits and reconciled invoices and data provided by county department agencies. Rose's efforts have enabled the County of Maui to justify more than \$5 million in expenses and purchases linked to the Maui Wildfires.

Case Manager Supervisor (September 2023-April 2024)

Mississippi Emergency Management Agency | Disaster Relief

Rose has not only traveled and trained project-related staff members, but she has also assisted in the development of training guidelines and materials. Rose worked with the data team to design the workflow procedures and casework platform. Rose also led the case management team and successfully moved over 25% of families into stable homes each month, guaranteeing accuracy and consistency in casework. In addition, 100% of NCS occupants were successfully transitioned to a new home by Rose and the case management team.

Division Manager (December 2021-September 2023)

Maryland Department of Housing and Community Development | Homeowner Assistance Fund (MDHAF)

Rose managed a group of 20-30 Mortgage Processors and Mortgage Underwriters as a subcontractor under Maryland's Department of Housing and Community Development. The staff of 20-30 included two supervisors and support staff. Rose's team worked to review, process, QA/QC, and approve applications for mortgage assistance in cooperation with the loss mitigation tools provided by the mortgage servicers. Rose helped to lead the staff to process over 40,000 mortgage assistance applications with over \$184,000,000 in assistance approved. Furthermore, Rose concurrently managed the partner team, Indelible Solutions. As a result, Rose's completion of the reporting, analytics, and feedback as well as her effective relationship-building with the company, Tetra Tech today has a long-lasting connection with a new teaming partner.

Operations Manager (October 2021-December 2021)

Emergency Rental Assistance | Cohn Reznick | Texas Department of Housing and Community Affairs

Rose managed a group of ninety eligibility specialists as a subcontractor under CohnReznick to the TX ERA program. A staff of ninety included six supervisors and eighty-four eligibility specialists as we worked to review, QA/QC, and approve applications for emergency rental assistance for both tenants and proprietors. As a result, over 100,000 ERA applications were reviewed, over 50,000 support applications were approved, and more than \$250,000,000 in aid were authorized to help families in need of rental assistance.

Assistant Project Manager (August 2021-October 2021)**Emergency Rental Assistance | Broward County ERA Program**

Rose managed four supervisors and about forty eligibility specialists for emergency rental assistance. In a matter of weeks, she interviewed and onboarded fifteen eligibility reviewers to help the Treasury Department process funding for the Broward County ERA program. For both tenants and proprietors, Rose managed the review and approval of applications for emergency rental assistance. In addition, the Broward County Commissioners' office presented escalated issues to Rose, and she successfully addressed them by offering solutions and averting more complaints.

Supervisor (May 2021-August 2021)**Emergency Rental Assistance | Cohn Reznick | Texas Department of Housing and Community Affairs**

Rose headed a team of ten eligibility specialists that handled applications for emergency rent assistance in response to COVID-19 situations. She also collaborated closely with management to establish measures and identify production-boosting trends to reach the weekly targets as required by the client.

Supervisor (April 2021-May 2021)**Emergency Rental Assistance | Broward County ERA Program**

Rose supervised a team of 8 Eligibility Specialist to review and process applications for emergency rent relief in response to COVID-19 hardships. She also assisted in the launch of this new project and developed process workflows, training materials, and training implementations for effective case management.

ADDITIONAL EXPERIENCE**Senior Case Manager (October 2019-April 2021)****United BioSource**

Rose managed a staff of ten customer service representatives. She provided day-to-day oversight and coordination of caseload to customer service reps. Rose conducted client-facing meetings to coordinate workflows and call center scripts for Oncology medications. She acted as a single point of contact for external stakeholders for prior authorization and appeals process requests. Further, she communicated with provider offices on payer issues and financial assistance options to help patients gain access to therapy. Rose also worked to troubleshoot complex cases, spanning multiple disease states, while interfacing with key stakeholders (internal/external) to ensure an optimal start to therapy.

Claims Adjuster (May 2018-October 2019)**Progressive Insurance**

Rose partnered with appraisers/estimators to manage vehicle repairs and assess the total loss cost of vehicle damage. Rose interpreted investigative reports, completed scene investigations, and managed the claims process to ensure efficient resolution. She negotiated settlement amounts with the insured and insurance carriers. She also determined liability for damages and completed interviews with customers, claimants, and witnesses.



20YEARS OF
EXPERIENCE

Areas of Expertise

Project Management

Digital Data Collection, Storage,
Analysis, and VisualizationPerformance Monitoring and
Evaluation

Training and Capacity Building

Bilingual (English and Spanish)

Professional MembershipsAmerican Evaluation
Association

Colorado Evaluation Network

EducationUniversity of Denver, M.A.,
International Development,
2012Western State University, B.A.,
Political Science, 2006

EXPERIENCE SUMMARY

Mr. Christopher Huey brings 20 years of project management experience in government contracting. He has 15 years of expertise in configuring digital data collection, storage, analysis, and visualization tools, as well as training others on their use and maintenance. Chris has 10 years of experience in qualitative and quantitative performance monitoring for large-scale international development projects. With 8 years of senior management experience, he has guided internal policy and best practices, supervised both home and field-office staff, and advised on proposal efforts.

RELEVANT EXPERIENCE

Data Analytics Program Manager (May 2025 – Present)**Tetra Tech, Inc.**

Chris oversees and coordinates to approximately 30 Data Managers, Data Analysts, and Data Administrators working on Disaster Recovery projects within the United States. He develops systems and processes to consistently report on key project metrics and summarize data trends for all projects across the Case Management Practice. Chris executes and oversees daily administrative, data entry, and reconciliation functions to ensure high-quality and timely data.

Monitoring, Evaluation, and Learning Director (September 2021 – April 2025)**Tetra Tech, Inc. International Development | Burlington, Vermont**

Chris manages hiring, training, and supervision of a team of 5 US-based Monitoring, Evaluation, Research, and Learning (MERL) specialists and oversees a network of over 75 field-based MERL staff to support a portfolio of approximately 40 USAID development contracts worldwide totaling over \$1 billion. Chris consults staff, partners, and clients on MERL-related procedures and processes, including maintaining a large collection of regularly updated guidance documents and best-practice examples. He leads development of internal policies related to records management and disposition, including safeguarding and proper handling of personally identifiable/sensitive information (per GDPR). He develops, implements, and oversees a global performance management system consisting of over, related standards and procedures, and a governance structure to ensure compliance and quality. Chris manages vendor relationships, contributes to enterprise-level contract negotiations, and is the primary administrator of several systems (e.g., Airtable, SurveyCTO, Make.com, Power BI). He drafts and/or consults on MERL-related proposal content, including logic models

and theories of change, performance indicators, target setting, budget estimates, monitoring methods, and defining performance standards for quality assurance and surveillance plans (QASP). Chris built an active global MERL community of practice via online forums, regular newsletters, recognition awards, and online MERL conferences with 100+ participants.

Monitoring, Evaluation, and Learning Associate (May 2020 – August 2021)

Tetra Tech, Inc. International Development | Burlington, Vermont

Chris oversaw and supported the work of over 12 MERL specialists across 8-10 global projects, including developing MERL Plans, leading co-creation of theories of change, establishing performance indicators and targets, developing data collection tools and methods, writing standard operating procedures, training staff, conducting internal Data Quality Assessments (DQA), coordinating learning activities, reviewing reports and other MERL deliverables, and overseeing closeout procedures. He designed and trained staff on selecting, building, and maintaining MERL technologies for data collection, management, analysis, and visualization. Chris consulted home and field office staff on MERL best practices, including regular webinars and the design and dissemination of guidance and training materials, for the purpose of improving data quality and ensuring compliance with donor requirements, regulations, and policies.

Senior Monitoring, Evaluation, and Learning Manager (October 2015 – May 2020)

Chemonics International

Starting in February 2020, Chris held the position of acting director of the MEL department, responsible for managing a team of 4 MERL specialists, department budget, and operations. He trained and mentored 5 managers, 3 associates, and 1 intern on MERL technical skills and department processes, including in-country shadow assignments. He supervised the quality and timeliness of MEL staff across 23 development projects within 18 countries, including remote check-ins, deliverable review, and approximately 30 in-country support trips to support development and implementation of AMELPs, data collection, results analysis, and report writing. He managed the DevResults MEL software implementation, training, and support for 80+ projects worldwide. Chris developed MEL-related support processes, training materials, and guidance for field office staff. He filled various roles for 30+ proposals, mostly MERL section writing, and mentored 1 coordinator and 8 proposal MERL plan writers.

ADDITIONAL EXPERIENCE

Records Manager (March 2014 – October 2015)

Chemonics International

Chris coordinated research with Risk Management, Contracts, Information Technology, and corporate legal teams to assess corporate records management processes and develop compliance controls and records retention and disposition schedules. He developed and disseminated process maps, guidance documents, and tools for effectively managing the lifecycle of electronic and hard copy records for the 80+ contracts. Chris developed the Archiving and Records Management System (ARMS) for tracking the status, retention schedules, and audit histories of all project records. He also managed the relationship and monitored performance of the records storage vendor, Victory Van. Chris supervised and trained 25 archivists and 2 records management staff members.

Human Trafficking Researcher (March 2013 – November 2015)**University of Denver Graduate School of Social Work**

Chris co-authored “Human Trafficking in Peru: Stakeholder Perceptions,” published in the International Journal of Social Work in 2016. He co-developed a social network analysis instrument to measure the depth and scope of coordination between anti human trafficking stakeholders. Chris managed logistics for a team of three researchers in the field to improve data gathering and operations, organized and conducted interviews in Spanish with 33 local organizations and law enforcement agencies in Peru, and conducted the social network analysis of stakeholders in the anti-human trafficking movement of Peru, utilizing data analysis and visualization packages such as SPSS and Gephi.

Development and Communications Director (August 2012 – June 2013)**Derechos Para Todos**

Chris created and implemented a comprehensive development strategy, resulting in individual donation increases of up to 47%. He configured and maintained a Drupal-based Client Relationship Management (CRM) system and trained staff on its maintenance and use. He designed the organization’s website with integrated social networking and payment options, and he developed internal key performance indicators and collected, tracked, and reported on results. Chris redesigned and managed organizational brand and messaging strategy to effectively communicate immigrant rights issues to public. He organized, edited and published the quarterly organizational publication, *El Informe*.

Youth Development Specialist (August 2010 – July 2012)**United States Peace Corps, Cutervo, Peru**

Chris worked with local governments, schools, and NGOs to design and implement 9 projects benefiting more than 500 youth, aged 10-25, focused on healthy living habits, professional development, and community service. He conducted a community diagnostic with local youth development counterparts to inform two-year work plan. Chris founded and managed a self-sustaining community development center, called “Kutiri,” in conjunction with the ministries of health and education where approximately 150 youth regularly participated in life skills programming. He collected activity performance data, incorporating data analyses into quarterly progress reports to the Peace Corps office in Lima.



3

YEARS OF
EXPERIENCE**Areas of Expertise**

Case Management

RecoveryTrac™ Grant
Management Suite**Education**University of the Virgin Islands,
Bachelor of Arts in Accounting

EXPERIENCE SUMMARY

In her role as an eligibility specialist for the past three years, Ms. Sheena James has honed her skills in assessing qualifications and ensuring compliance with program requirements. As she transitioned from a different industry into case management, particularly within Community Development Block Grant (CDBG) management, she brought a fresh perspective and enthusiasm to streamline processes and maximize resources for community development initiatives.

RELEVANT EXPERIENCE

Eligibility Specialist (February 2021 – Present)**Tetra Tech, Inc. | Houston, TX**

- Conduct internal review of case files from the Draw Specialists prior to County submission
- Prepare and conduct internal review of Award Determinations
- Prepared training materials and conducted training
- Actively ensure quality of assigned case files and client interactions
- Maintain applicant data for the programs in *RecoveryTrac™*
- Daily review and quality control on incoming data
- Coordinated with different organizations to verify information in case files
- Reviewed applicable required material and provide technical assistance
- Reviewed and prepared assigned case files in compliance with the program guidelines and policies
- Conducted eligibility calculations and duplication of benefit reviews
- Conducted field visits to acquire documentation or signatures
- Other duties as assigned

Field Representative (November 2018 – April 2020)**Linebarger, Goggan, Blair, & Sampson, LLP | Houston, TX**

- Evaluate delinquent tax roll
- Make collection calls to delinquent taxpayers
- Collect taxes over the phone and in person
- Document all activities
- Planning efficient travel routes to field calls
- Monitoring payments
- Researching status of corporate entities
- Perform research to determine proper ownership of business
- Conduct field inspections
- Skip trace delinquent accounts

- Manage time efficiently so that all goals are met
- Input data to set up automatic payments & verify payment data for other collectors
- Other duties as assigned

Revenue Office Trainee (June 2016 – November 2018)**Virgin Islands Bureau of Internal Revenue | St. Croix, Virgin Islands**

- Ensure Taxpayers are current with filing
- Assists Taxpayers in the preparation of tax returns
- Secure delinquent tax returns
- Recommend closing delinquent accounts that are deemed non-collectible if Taxpayers cannot make payments due to indebtedness
- Send correspondence to Taxpayers
- Calculate penalties and interest on delinquent accounts
- Enforce collection action by serving levies against Taxpayer's salary, bank accounts or accounts receivables when the Taxpayer does not fulfill payment
- Compiles and prepares monthly and summary reports on cases
- Conduct interviews and investigations to verify and review financial statements of Taxpayers to evaluate financial position
- Arrange payment plan agreements and payroll deductions for satisfactory liquidation of indebtedness
- Make field visits to Taxpayers



30YEARS OF
EXPERIENCE

Areas of Expertise

Project Management

NEPA Documents and
Compliance

Seismic Risk

Minerals

Key Training/CertificationsASCE Continuing Education
Course, NEPA Bootcamp!,
Instructor, San Antonio, TX, 2008ASCE Continuing Education
Course, NEPA Bootcamp!,
Instructor, Hyannis, MA, 2008Continuing Education Course,
NEPA, Instructor, Honolulu, HI,
2007 Basics of a Part 58
Environmental Review for HUD-
Assisted ProjectsAssessment Tools for
Environmental Compliance***Education***New Mexico Institute of Mining
and Technology, Master of
Science, Geophysics, 1989University of New Mexico,
Bachelor of Science, Geology,
1985

EXPERIENCE SUMMARY

Mr. Jarman is a Senior Environmental Scientist with 30 years of experience in the environmental field, including National Environmental Policy Act (NEPA) compliance, documentation, and training. Mr. Jarman has managed 11 Environmental Impact Statements (EISs) and 44 Environmental Assessments (EAs), and was Lead Resource Author, or was part of the quality assurance/compliance (QA/C) review of another 17 EISs and over 50 EAs

RELEVANT EXPERIENCE

HUD CDBG-DR Environmental Documentation

Environmental Review Records for the Harris County Infrastructure and Residential/Commercial Buyout Disaster Recovery Programs, Harris County, Texas (2019 – present)

Serving as an environmental reviewer for Environmental Assessments being prepared in support of Harris County's disaster recovery programs being implemented to address the effects of Hurricane Harvey. As part of the infrastructure review process, coordinating with the applicants to develop and obtain project details needed to complete those reviews. To date, Tetra Tech has been assigned 20 Environmental Assessments for infrastructure projects and 13 Environmental Assessments for buyout projects.

Hurricane Harvey Relief, Tier 2 NEPA Reviews, Texas General Land Office

Quality assurance and compliance review of Tier 2 Environmental Review Record (ERR) documentation of individual properties which require desktop analysis of wetlands, coastal barrier resources, endangered species, critical environmental areas, historic resources, and floodplain management for each site.

Hurricane Matthew Disaster Recovery Program Environmental Review Records, North Carolina Office of Recovery and Resiliency

Prepared Tier 1 Programmatic EA/ERRs for eight counties and reviewed and revised Tier 1 EA/ERRs for fourteen counties. Prepared Environmental Assessments and Categorical Exclusions for the following projects: Elm Street Drainage Project and Robins Meadow Permanent Supportive Housing.

Hurricane Sandy Relief, Tier 1 EAs, New York Homes and Community Renewal, New York CDBG-DR, Various New York Counties Governor's Office of Storm Recovery (GOSR)

Mr Jarman prepared ten Tier 1 Programmatic EA/ERRs, extensively supplemented and revised five EA/ERRs, and performed QA/C review for 17 EA/ERRs for the NY Rising Residential Housing Buyout and Acquisition, NY Rising and NYC Build it Back Acquisition for Redevelopment, NY Rising Bulkhead Repair for Residences, and Recreate NY Home 1-4 Unit Rehabilitation programs for individual New York counties. In addition, he prepared the Programmatic

**25**YEARS OF
EXPERIENCE**Areas of Expertise**

Outreach and Public Engagement
Affordable Housing Development
Buyout and Relocation Programs
Community Revitalization
Disaster Recovery
Media Relations
Public Relations
Government Relations

Grant Experience

ARPA
ERAP
CDBG
CDBG-DR
HOME
Section 108
Emergency Solutions Grants
Opportunity Zones

Key Training/Certifications

URA the HUD Way
Basically CDBG
Disaster Recovery (DR) Clinic
DR Mitigation
DR Monitoring & Compliance
Building HOME – Grant Basics
Housing Tax Credits 101
Affordable Housing Advocacy
Basic Public Information Officer
Crisis Communication
Community Development

Education

Bachelor of Arts in Journalism,
Louisiana State University, 1980

Leadership North Houston –
Graduate, Nine-Month
Leadership Training

Houston Leadership Institute –
Graduate, Nine-Month Program
for City of Houston Executive
Staff

EXPERIENCE SUMMARY

Ms. Jocklynn Keville is a communications professional with a solid track record of developing data-driven public engagement plans that identify and address vulnerable populations and cultural barriers to drive successful application intake and other operational goals of federally funded grant programs, including CDBG-DR housing and buyout programs requiring URA relocation assistance. Her extensive public engagement, public relations, media relations, marketing and events management skills were gained through 25+ years of directing outreach for programs that strengthen communities, help them recover from natural disasters and build resiliency. She has both policy development and practical application knowledge of HUD funding sources, including CDBG, CDBG-Disaster Recovery (DR) and CDBG-Mitigation.

Additionally, Jocklynn has four years' experience specific to buyout and relocation activities for the nation's largest CDBG-DR mandatory buyout and relocation program. Her responsibilities for that program included developing and implementing the community engagement plan, managing a team of specialists who provide enhanced relocation case management services to program recipients, and managing the client complaint and program-level appeals processes.

Prior to joining Tetra Tech, Jocklynn was a Senior Advisor to the HUD Assistant Secretary for Community Planning and Development, where she provided policy research and briefed on activities related to the \$55 billion CDBG-DR portfolio and \$8 billion Community Planning and Development program.

RELEVANT EXPERIENCE**Public Information Officer/Public Services Manager (June 2020 – Present)****Harris County Project Recovery Buyout Program | Hurricane Harvey and 2016 Floods**

Jocklynn oversees public outreach and public service activities related to the \$215 million Harris County, Texas, Post Disaster Relocation and Buyout Program, a CDBG-DR program relocating approximately 600 residents from frequently flooded areas. Responsibilities include:

- Advising the Project Recovery and buyout program directors on matters related to media and public affairs
- Managing a team of 4 specialists who provide enhanced relocation case management services to the toughest cases to move them through road

blocks such as extreme language and education barriers, title disputes, and other extenuating circumstances that have stalled their relocations

- Managing the program-level review portion of the appeals process, which entails gathering information from the appellant; examining program award documents to ensure HUD and URA compliance in benefit calculations; reporting findings to the appellant and program officials; and if the appeal advances to the department-review or GLO-review levels, providing supporting documents and addressing questions of the appropriate review groups
- Developing and implementing outreach plans strategically designed to educate and engage buyout area residents in the program and move them through to relocation at a pace that supports operational goals and program benchmarks
- Generating marketing materials, hosting public meetings and canvassing neighborhoods to disseminate information
- Organizing and facilitating regular meetings of multilingual buyout area advisory groups to gain program buy-in and maintain open dialogue of client concerns between program officials and clients
- Liaising with advocacy groups, elected officials and program clients to schedule meetings with leadership, research cases and provide responses to concerns
- Managing responses to client questions and complaints, including inquiries to higher-level department officials, the Texas General Land Office, and local, state and national elected officials

Communications Director/Public Information Officer (March 2020 – October 2022)

Harris County Project Recovery | Hurricane Harvey and 2016 Floods

Jocklynn oversaw communications and public outreach related to the \$900 million Harris County, Texas, Project Recovery Community Development Block Grant Disaster Recovery program. This included serving as advisor to the Project Recovery director on matters related to media and public affairs. Additional responsibilities included:

- Developing and implementing strategies to generate positive public opinions for Project Recovery programs, including writing press releases, Op-Eds and social media posts; developing testimonial videos and engaging with stakeholders and community leaders
- Fostering relationships with local media and responding to their program-related inquiries and interview requests
- Overseeing redesign and maintenance of Project Recovery website to enhance its ability to serve users
- Reviewing and revising official program correspondence with applicants to remove government and program jargon, simplify language and enhance applicant understanding
- Creating talking points for Project Recovery director and other team members for interviews and public speaking requests
- Managing Project Recovery social media content
- Developing and disseminating materials to enhance and embed employee training and case management tools
- Responding to applicant inquiries regarding program questions and concerns

Senior Advisor to the Assistant Secretary (April 2018 – March 2020)

U.S. Department of Housing and Urban Development, Office of Community Planning and Development (CPD)

Jocklynn provided policy research and briefed the Assistant Secretary on activities related to HUD's \$55 billion Community Development Block Grant Disaster Recovery (CDBG-DR) portfolio and \$8 billion Community Planning and Development program, which includes funds for the regular (non-disaster) CDBG program, HOME Investment Partnerships, Emergency Solutions Grants, and Homeless Assistance Grants that address affordable housing initiatives, homelessness and community revitalization across America. Additional responsibilities included:

- Served as expeditor for the Assistant Secretary, providing focused oversight of complex, multi-step program and policy activities to ensure expedient and successful outcomes
- Reviewed Notices of Funding Availability (NOFA), Federal Register notices and other guidance documents for programs related to homeless assistance, disaster recovery, and block grants in order to provide briefings to and policy guidance from CPD's Assistant Secretary, and when requested, briefings to HUD's Deputy Secretary and Secretary
- Participated on interagency disaster recovery task force designed to ensure coordinated federal response to disaster recovery in Puerto Rico
- Collaborated with teams across HUD to develop programs and policies that address Administrative and Secretarial priorities, including HUD's Opioid Policy Task Force, Opportunity Zones Task Force, Foster Youth to Independence Initiative, and Removing Barriers to Work Task Force
- Collaborated with teams across HUD on regulatory reform efforts designed to streamline and simplify rules impacting CDBG, CDBG-DR, HOME Investment Partnership grants and environmental review requirements
- Coordinated with HUD's Office of Congressional and Intergovernmental Relations (CIR) to respond to inquiries, schedule and participate in meetings with elected officials at all levels of government
- Researched probable issues and gathered briefing materials in advance of Assistant Secretary meetings with Congressional, state and local officials
- Wrote, reviewed and coordinated responses from CPD program offices to Congressional questions and requests for technical drafting assistance on proposed legislation
- Maintained working knowledge of all CPD grants and programs to address and direct inquiries from all levels within HUD as well as from state and local elected officials and community leaders
- Evaluated speaking invitations, made recommendations, and wrote speeches, talking points and briefing documents for the Assistant Secretary, and upon request, for HUD's Deputy Secretary and Secretary
- Participated on monitoring teams reviewing activities and processes of disaster recovery grantees for compliance with local and federal statutes and regulations

Public Information Officer (2014 – 2018)

City of Houston Housing and Community Development Department (HCDD)

Jocklynn reported to the Housing and Community Development Department director, who reported to the mayor; and was a member of the executive team and an active participant in establishing department policy and direction. She led the department's monthly Project Review Committee, which determined the disposition of approximately \$70 million per year of HUD and local grant funds and administered \$178 million in Hurricane

Ike CDBG-DR funding. Jocklynn worked with the city's multifamily development team to annually advance Low Income Housing Tax Credit applications to city council, and she participated in the Texas Department of Housing and Community Affairs reviews of the state's Qualified Application Process for Low Income Housing Tax Credits, representing the City of Houston in Board Meeting testimony. She also served as press secretary to the director, responding to media inquiries, arranging interviews, pitching stories, and writing speeches, press releases, and message points, and she directed content development for slide presentations, marketing materials, event flyers, website and social media channels to maintain consistency in promotion of department mission and activities. She routinely interfaced with private and non-profit affordable housing developers and other partners to showcase jointly funded projects, primarily through staging ground breakings and grand openings. Some of her other responsibilities included:

- Hurricane Harvey (2017) - She was a member of the Department Disaster Recovery Team where she participated in standing up an emergency shelter housing 10,000 flood survivors (at peak). She led the shelter communications team, which produced a daily newsletter of information on services and activities available for residents. She also coordinated with facilities teams and the mayor's office on logistics for appearances by local and national VIPs seeking to visit with and/or entertain shelter residents.
- Tax Day Flood (2016) – She served as liaison between the city and faith-based disaster response teams, coordinating with responders on development of an open source app which allowed response teams to identify where help was needed and who was addressing specific areas, significantly increasing the efficiency of the volunteer response and allowing public resources to be deployed more effectively. She also assisted in relocating over 300 flood survivors in approximately 48 hours from an emergency shelter to apartments, hotels, and other facilities when the shelter was suddenly closed.

North Houston District [formerly Greenspoint District] (1996 – 2014)

As a senior member of the leadership team for this economic development and community revitalization agency, Jocklynn held various roles including Vice President of Marketing and Public Affairs (2005 – 2014); Director of Public Affairs and Business Development (2000 – 2005); and Communications Manager (2000-2005). The following were some of her responsibilities while serving in these roles:

- Active participant and frequent leader in District policy, strategy and budget development
- Served as press secretary to District president, staff and, on occasion, community stakeholders by responding to media inquiries, conducting media training and developing message points for interviews
- Assisted in creation and economic development efforts of tax increment reinvestment zone, including gathering unanimous support for creation from the five taxing entities which provide zone funding
- Developed and implemented business attraction and retention strategies
- Managed website and social media channels
- Produced slide shows, videos, newsletters, press releases, marketing brochures and web content to meet objectives of multiple stakeholder groups, including hoteliers, commercial real estate brokers and retailers
- Staged tours, receptions, dinners, ribbon-cuttings and public art unveilings for audiences of up to 5,000 for purposes including attracting businesses to Greenspoint, welcoming foreign business delegations, honoring political and community leaders, acknowledging volunteers and raising funds for charities
- Reported activities bimonthly to 22-member volunteer Board of Directors



8YEARS OF
EXPERIENCE**Areas of Expertise**

Teambuilding
Case Management
Uniform Relocation Assistance
Data Entry

Fluent in Arabic (Spoken and
Written)

Education

University of Houston, Bachelor
of Science: Criminal Justice
Houston Community College,
Associate Degree in Arts

EXPERIENCE SUMMARY

Ms. Samira Komi is a talented Case Manager adept at handling high caseloads without sacrificing quality of care. She can operate in high-pressure environments while recommending the best resources and courses of action to benefit client needs and return each to optimal quality of life. She has demonstrated ability to complete tasks accurately despite interruptions and competing demands.

RELEVANT EXPERIENCE**Lead Eligibility Specialist (November 2019 – Present)****Tetra Tech | Houston, TX**

- Manage the development of an application intake and evaluation process for CDBG-DR housing programs including but not limited to housing reimbursement and rehabilitation programs
- Maintain thorough case history records and wrote detailed reports
- Determine eligibility and provides emergency assistance to disaster survivors who may have been impacted by an incident
- Conduct eligibility calculations and duplication of benefit reviews
- Submit application to QA/QC to submit to the TIGR system and was able to get clients reimbursement checks and repairs to their homes
- Perform tasks as an internal reviewer to QC files and ensure the meet guidelines and the SOP on the Buyout project
- Manage staff assigned to the project as well as staff assigned by the client to a project
- Facilitate trainings for new hires coming onboard to the project for URA and Incentive

Casework Specialist (December 2018 – September 2019)**Topp Knotch Personnel, Inc. | Houston, TX**

- Oversaw caseloads of 50 every week and went about as promoter for customer needs
- Maintained through case history records and wrote detailed reports
- Determined eligibility and provides emergency assistance to disaster survivors who may have been impacted by an incident
- Placed data into spreadsheet and refreshing it when required
- Invoiced support and verification
- Held the ability to be discreet, maintain confidential information

Disaster Case Manager (November 2017 – April 2018)**BakerRipley | Houston, TX**

- Interviewed clients individually and with families to determine what services would best address their needs
- Developed workable solutions for recurring problems for individuals and families
- Managed caseloads and acted as advocate for client needs
- Ensures all client data is current in CAN database
- Maintained through case history records and wrote detailed reports
- Utilized knowledge of the resources available at all levels of government (federal, state, and local) as well government and community resources to make appropriate referrals to resolve identified needs

Field Interviewer (October 2016 – January 2018)**Westat, Inc. | Houston, TX**

- Conducted interviews with participants to assess eligibility
- Screened all applicants based on qualifications and background to meet and exceed rigorous standards
- Coded data from participant interviews
- Observed participants and recorded results
- Performed research to collect and record PATH data

Communications Officer (February – December 2015)**Harris County Sheriff's Office | Houston, TX**

- Received open crisis and non-crisis calls and managed reaction prioritization to adequately dispatch official units, for example, police, fire, and EMS while following information continuously conditions. Handled more than 200 calls a day
- Decided client needs by posing pertinent inquiries and listening effectively to reactions

Arabic Linguist/DOD Contractor (February 2009 – January 2012)**Global Linguist Solutions, LLC | Iraq and Locations Overseas**

- Thoroughly read and analyzed briefing documents to develop understanding of subjects to be discussed during interpreting sessions
- Provided oral translations and interpretations for military clients during meetings, successfully maintaining pace with native speakers to deliver real-time comprehension
- Applied cultural understanding to discern specific meanings beyond literal written words
- Worked on researching, preparing, and translating Intelligence products
- Desktop publishing software

Areas of Expertise

Project Management
Wildlife Survey and Monitoring

Compliance Monitoring

Key Training/Certifications

CEQA Basics
NEPA Basics
Adult CPR/First Aid

Education

State University of New York,
College of Environmental Science
and Forestry, B.S. Conservation
Biology, 2009

Andrew McCadden

Environmental Review Specialist

EXPERIENCE SUMMARY

Mr. McCadden is a project manager and field biologist with 10 years of experience throughout California. Mr. McCadden has worked on large multi-phased projects including wind, natural gas pipelines, natural gas pipeline testing, and linear transmission lines. Mr. McCadden's field work experience includes: burrowing owl surveys; desert tortoise surveys; desert kit fox telemetry; botanical surveys; noxious weed inventories; construction monitoring for desert tortoise, giant garter snake, Swainson's hawk, California tiger salamander, wetlands, and environmental compliance. Mr. McCadden has also provided onsite environmental awareness training for construction crews. During the last two years, he has mapped and monitored noxious weed populations on PG&E hydroelectric projects for both comprehensive baseline inventory surveys and annual post-treatment monitoring. As a project manager, Mr. McCadden has managed several utility, hazard tree and energy projects throughout California.

RELEVANT EXPERIENCE

Project Manager**CalRecycle | Camp Fire Debris Removal**

The project consisted of removing debris from burned structures associated with the 2018 Camp Fire within Butte County. Under contract with Tetra Tech, Mr. McCadden was responsible for managing biological monitors, coordinating schedules, assignments and logistics for the client.

Project Manager and Field Biologist**CalRecycle | Butte Fire Hazardous Tree Removal**

The project involved the removal of hazardous trees that posed an immediate threat to life, public health and safety, and trees that were identified to improve properties along county roads. The area in which the Project occurred was affected by the September 2015 Butte Fire. The Project designated over 8,000 trees for removal on both private land and public right-of-way. Under contract with Tetra Tech, Mr. McCadden was responsible for managing 10-15 onsite biological monitors and acted as the primary contact between GANDA and the client. As an onsite biological monitor, Mr. McCadden monitored and surveyed for California red-legged frog, lone buckwheat, lone manzanita and valley elderberry longhorn beetle. He provided onsite worker environmental awareness training, documented daily activities in a daily monitoring report and conducted surveys and monitoring for special status species. Mr. McCadden also surveyed and monitored for nesting birds throughout the project area.

Project Manager**Southern California Edison | Drought Tree and Hazardous Tree Removal Project**

The project involved the evaluation, trimming and removal of hazardous trees associated with SCE infrastructure on Forest Service lands throughout SCE's service territory. Under contract with Environmental Intelligence, Mr. McCadden was responsible for managing biological and archeological monitors. Mr. McCadden coordinated schedules, assignments and logistics for the client.

Field Biologist**Pacific Gas & Electric Company | Vegetation Management Program**

Monitored tree trimming crews for California red-legged frog presence and conducted nesting bird surveys. Also provided worker environmental awareness training to all crew members.

Environmental Specialist**Southern California Edison | Distribution Support Program**

Under contract with SWCA, Mr. McCadden supported SCE's Non-MSUP Deteriorated Pole Replacement Program during the construction phase. Mr. McCadden supported requests in the following SCE Regions; Desert, Rurals, and San Jacinto. Throughout Mr. McCadden's time on the project, he helped support and clear several thousand poles for construction. Mr. McCadden was part of a team responsible for tracking construction support requests, evaluating the request against the environmental clearance or any other supporting documents on SCE's VPN service EHSync. Once cleared for construction, Mr. McCadden worked with several subconsultants to either conduct a required survey or staff a construction monitoring shift. Due to additional requirements and sensitive nature of BLM lands, Mr. McCadden was also assigned to take the lead on any requests occurring on BLM lands to allow for consistency. Mr. McCadden conducted QAQC for BLM survey and monitoring reports and submitted to SCE for review.

Project Manager**Southern California Edison | Doble 33kV Rebuild Project**

The project consists of replacement of approximately 385 wood poles with light weight steel poles, replacement of approximately 200 anchors and down guys, and re-conductoring the overhead line along the Doble 33kV Circuit within an approximate 15-mile span. Under contract with CH2M, Mr. McCadden was the Project Manager and oversaw field surveys for desert tortoise (*Gopherus agassizii*) and rare plants to support the Biological Assessment/Evaluation for planning and permitting.

Project Manager**Clearway Energy | Alta Wind**

Under contract with Clearway Energy, Mr. McCadden was the Project Manager for this on-call biological contract in support of the Alta Wind Farm in Mojave, CA. Biological services included Bakersfield cactus mitigation, general wildlife and botanical surveys, desert tortoise mitigation, and biological construction monitoring.

Project Manager**Southern California Edison | Tehachapi Renewable Transmission Line Project**

This project consisted of a series of new and updated high-voltage transmission lines and substations, totaling approximately 173 miles that planned to deliver renewable wind energy from Kern County south to Los Angeles County. Under contract with ICF, Mr. McCadden was responsible for managing the day to day operations of 15-20 biological monitors and the liaison between GANDA project staff and the client. Mr. McCadden coordinated schedules, crew assignments, and logistics for the client. As an onsite Biological Monitor, Mr. McCadden was responsible for assuring compliance with project mitigation measures and the Biological Opinion.



9YEARS OF
EXPERIENCE**Areas of Expertise**

CDBG-DR Environmental Reviews
Environmental Compliance
Endangered Species,
Wetlands delineation and
assessment
Coastal Management and Clean
Water Act
Data Management
Quality Assurance/Quality Control

Grant Experience

CDBG-DR
FEMA Public Assistance

Disasters

Hurricane Maria
Hurricane Harvey

Education

Texas A&M University, B.S. Wildlife
and Fisheries Sciences, 2014
Vista College Utah, B.S. Business,
2018

EXPERIENCE SUMMARY

Ms. McDowell serves as a lead Biologist for Tetra Tech's work on multiple state level CDBG-DR-funded environmental review programs, where she conducts reviews on endangered species, coastal zone management, and wetlands.

Her experience includes ecological site characterization/mapping; threatened and endangered species surveys; wetland delineation and preparation of National Environmental Policy Act (NEPA) and state program environmental assessments. Ms. McDowell has regulatory experience at the state, federal and local program level, including experience with Clean Water Act Section 10/404, and threatened and endangered species biological assessments relating to Endangered Species Act Section 7 and Section 10 consultations.

Ms. McDowell supervises biological sciences staff of up to three individuals; reviews biological, ecological and environmental assessments and reports evaluating physical and/or chemical impacts to the environment resulting from the construction of new facilities, or the remediation of contaminated or disturbed sites.

RELEVANT EXPERIENCE

Supervising Biologist for Wetlands and Biological Studies (October 2019 - Present)**Puerto Rico Department of Housing, PHDOH, R3 Program**

Serving as the lead Biologist for Wetland and Endangered Species studies and review of toxic substance reports for Puerto Rico's CDBG-DR program. She supervises 3 environmental professionals conducting reviews in accordance with the HUD NEPA Regulations (24 CFR Parts 50 and 58). Tetra Tech's work in support of this program which has conducted over 700 biology and hazardous substance review for over 3,000-tiered Site-specific checklist reviews completed or in progress to date.

Supervising Biologist for Wetlands and Biological Studies (December 2019 - Present)**State of Florida, Department of Economic Opportunity, RebuildFL**

Serving as the lead Biologist for Wetland and Endangered Species studies and review of toxic substance reports for Florida's CDBG-DR program. She supervises 2 environmental professionals conducting reviews in accordance with the HUD NEPA Regulations (24 CFR Parts 50 and 58). Tetra Tech's work in support of this program which has conducted over 850

biology and hazardous substance review for over 2,000-tiered Site-specific checklist reviews completed or in progress to date.

Supervising Biologist for Wetlands and Biological Studies (November 2019 - February 2020)

State of Texas, General Land Office (GLO), RebuildTX

Serving as the lead Biologist for Wetland and Endangered Species studies and review of toxic substance reports for Texas' RebuildTX CDBG-DR program. She supervises 2 environmental professionals conducting reviews in accordance with the HUD NEPA Regulations (24 CFR Parts 50 and 58). Tetra Tech's work in support of this program which has conducted over 450 biology and hazardous substance review for over 2,500-tiered Site-specific checklist reviews completed or in progress to date.

Environmental Specialist (2017 - February 2020)

SWCA Environmental Consultants

Assisted and led various field efforts for various clients in the Permian Basin. One of the lead Biologists for the Dunes Sagebrush Lizard. Other responsibilities included surveys for various species of wildlife and vegetation; Wetland Delineations; Habitat Delineations; writing reports and protocols for surveys standards and reporting on

Research Assistant (2014 - 2017)

Texas A&M University

Assisted with research on different projects, involving Spot-tailed Earless Lizards (*Holbrookia lacerata*), Louisiana Pine Snake (*Pituophis ruthveni*), Dune Sagebrush Lizards (*Sceloporus arenicolus*) and general herp surveys on Laughlin Airforce Base, Del Rio, Tx. General duties include working with and maintaining relationships with private landowners, industry personnel, and public institutions (state and federal).



20YEARS OF
EXPERIENCE**4**

DISASTERS

4GRANT
FUNDING**Areas of Expertise**Urban Redevelopment Authority
(URA) / Draw Management

Operations Management

Customer Service Leadership

Team Leadership & Talent
DevelopmentProcess Improvement & Change
Management**Grant Experience**HC Mandatory Involuntary Buyout
Program

Cal Recycle Northern Branch

ERAP Texas

Key Training/CertificationsEmergency Management Institute
(FEMA)Manager & Supervisor Role
Training

Art of Management Certification

HUD Visual Assessment
Certification**Education**Bachelor degree in Business
Management, Strayer University

EXPERIENCE SUMMARY

Nikki McKenzie is a results-driven Customer Service Management Professional with 20+ years of experience leading high-performing teams in fast-paced, customer-centric environments. She has a proven track record of driving operational excellence, increasing first-call resolution by 30%, reducing handling time by 20%, and boosting CSAT scores by 25% year-over-year.

Nikki has led teams of 50+ representatives, implemented CRM and digital support platforms that improved productivity by 40%, and maintained a 90%+ customer retention rate. Known for her strategic leadership and talent development, she achieved a 50% internal promotion rate within 18 months.

Her strengths include resolving escalations with empathy, building lasting client relationships, and making data-driven decisions under pressure. Equally effective in remote and in-office settings, Nikki consistently delivers service excellence across phone, chat, and email channels.

Nikki McKenzie was selected for this project due to her proven ability to lead large, high-performing customer service teams, implement operational improvements, and deliver measurable results in fast-paced environments. With over 20 years of experience in customer service and operations management, Nikki has consistently driven performance improvements—boosting first-call resolution by 30%, reducing handling time by 20%, and increasing customer satisfaction scores by 25% year-over-year. She has successfully led teams of 50+ representatives, implemented CRM systems that improved productivity by 40%, and maintained a customer retention rate exceeding 90%. Her strengths in strategic leadership, talent development, and data-driven decision-making make her an ideal fit for initiatives focused on service excellence and operational efficiency.

RELEVANT EXPERIENCE**Uniform Relocation Act Specialist Manager (December 2024 – Present)****Harris County MBO | Harris County Mandatory Buyout Program**

As URA Relocation Specialist Manager for the Harris County Mandatory Buyout Program, Nikki McKenzie leads a team of over 10 URA agents, managing more than 500 active relocation cases. She has successfully streamlined workflows, increasing team productivity by 25%, while ensuring compliance with audit standards through meticulous documentation verification and oversight of check delivery. Nikki

collaborates closely with internal departments to validate claims and guarantee accurate, timely disbursement of funds. She also monitors program performance and delivers regular progress reports to leadership, supporting data-driven decision-making and operational transparency.

- Led high-volume case management with a focus on accuracy and compliance.
- Improved operational efficiency through workflow optimization.
- Strengthened interdepartmental coordination for seamless claim processing.
- Delivered consistent reporting to track progress and support decision-making.

Uniform Relocation Act Draw Manager (February 2023 – December 2024)

Harris County MBO | Harris County Mandatory Buyout Program

As URA Draw Manager for the Harris County Mandatory Buyout Program from February 2023 to December 2024, Nikki McKenzie managed the preparation and submission of over 100 draw requests, facilitating the disbursement of more than \$25 million in federal relocation funds. She collaborated with finance, compliance, and program teams to ensure 100% audit readiness and full adherence to URA and federal funding guidelines. By streamlining draw workflows, she reduced processing time by 30%, significantly improving fund delivery timelines. Nikki maintained detailed financial records, reconciled expenditures, and supported both internal and external audits. She also developed standardized reporting tools to track draw status and enhance transparency across departments.

- Oversaw high-volume financial operations with zero compliance issues.
- Improved draw cycle efficiency and reduced turnaround time by 30%.
- Strengthened cross-functional collaboration for seamless fund management.
- Enhanced audit preparedness through meticulous documentation and reporting.

Supervisor (December 2021 – February 2023)

Cal Recycle North Branch IRPS | California Recycle Waste Management Program

As Supervisor for the California Recycle Waste Management Program from December 2021 to February 2023, Nikki McKenzie led a remote team of 8 staff members, overseeing workflow and final document processing for Cal Recycle forms and surveys. She monitored team productivity, approved daily Timekeeper and 214I form records, and ensured data accuracy across submissions. Nikki conducted training sessions, provided ongoing coaching, and maintained high team engagement through regular check-ins and team-building activities. She collaborated with leadership on Standard Operating Procedure (SOP) development and led process improvement initiatives that enhanced operational efficiency. Additionally, she utilized Adobe tools to correct and finalize PDF survey forms, ensuring compliance and quality control.

- Supervised remote team operations with a focus on accuracy and accountability.
- Improved workflow efficiency through SOP development and process enhancements.
- Delivered targeted training and coaching to support staff performance.
- Maintained high engagement and morale in a fully remote environment.
- Ensured timely and accurate document processing using Adobe tools.

Operations Manager (May 2021 – December 2021)

ERAP Texas | Texas Emergency Rent Assistance Program

As Operations Manager for the Texas Emergency Rent Assistance Program from May to December 2021, Nikki McKenzie led the processing of over 100,000 ERA applications, ensuring timely and accurate service delivery. She recruited, hired, and onboarded 100+ Eligibility Specialists in under six weeks to meet urgent program

demands. Through strategic coaching and workflow optimization, she increased team efficiency by 25% and reduced application backlog by 15%. Nikki trained supervisors on interviewing and documentation best practices, supported the implementation of HUD's ERAP system, and aligned operations with evolving TRR policy changes. She co-authored Standard Operating Procedures (SOPs) to standardize processes, maintained compliance with safety protocols, and served as a key liaison between frontline teams and senior leadership to ensure program goals were met.

- Scaled operations rapidly to meet high-volume demand.
- Improved team performance and reduced processing delays.
- Strengthened leadership through training and SOP development.
- Ensured compliance and operational continuity during a critical public assistance rollout.



17YEARS OF
EXPERIENCE**10**

DISASTERS

\$9B+GRANT
FUNDING**Areas of Expertise**

Program Operations & Administration
Housing Applicant Intake
CDBG and CDBG-DR Regulations
CDBG-MIT
Coronavirus Relief – FEMA, CRF and CDBG-CV
Davis-Bacon Compliance
Document Management
Eligibility Review
Hiring, Training and Development
Policy Analysis and Interpretation
Regulatory Interaction
Technical Assistance

Key Training/Certifications

American Institute of Certified Planners (AICP) Certification
State and federal trainings including: Fair Housing, Uniform Relocation Act, Environmental and Procurement regulations

Education

Tufts University, Master of Arts in Urban and Environmental Policy and Planning, 2007
Boston University, Bachelor of Arts in Political Science, 2005

EXPERIENCE SUMMARY

Ms. Brenna Minor is an accomplished planner and grant expert with 17 years of experience leading teams in grant program administration. She is an innovative team leader and motivator, focused on client satisfaction. Brenna is a key leader in the development and implementation of business strategies during rapid growth and is an avid interpreter of policies and data used to develop procedures, meet program goals, and maximize efficiency across functional areas.

In her current role, Brenna provides guidance to state and local governments on housing, infrastructure and other programs funded by CDBG-DR, CDBG-MIT, FEMA and COVID-19 programs as communities seek to assist residents recovering from disasters. She also leads teams in the implementation and management of disaster recovery housing programs.

Brenna has served as program manager for the preparation and implementation of over \$9 billion in disaster recovery and community development grant projects, including with the Texas General Land Office's (GLO) Hurricane Harvey Community Development Block Grant-Disaster Recovery (CDBG-DR) programs and the Puerto Rico Department of Housing Hurricanes Maria and Irma CDBG-DR and MIT programs. She provides subject matter expertise, policy review and analysis, SOP development, and hires specialized personnel for key project management positions.

RELEVANT EXPERIENCE**Practice Lead (May 2020 – Present)****Tetra Tech, Inc. | Austin, TX**

As the HUD and Case Management practice lead for Tetra Tech Disaster Recovery, Brenna leads teams and provides subject matter expertise to government clients implementing federal grant programs. She currently works with FEMA, CDBG-DR, CDBG-MIT, CDBG-CV, ARPA, and Coronavirus Relief Fund (CRF) projects. Her duties include researching and providing guidance on policies, implementing project management systems, developing action plans and applications, and communicating regularly with clients.

Project Executive (October 2022 – Present)**Buncombe County, North Carolina | Private Property Debris Removal Program**

Brenna oversees Tetra Tech's implementation of the Private Property Debris Removal (PPDR) program which allows affected residents and small businesses to have post-storm debris removed from their properties. Tetra

Tech's team developed an application portal, received and verified Rights of Entry, geolocated parcels, and performed a site assessment for each eligible property. The end result was providing completed packets to FEMA and their contractor, USACE.

Puerto Rico Department of Housing | CDBG-DR and CDBG-MIT Housing Program

Brenna oversees Tetra Tech's implementation of the Home Repair, Reconstruction or Relocation program which affected residents with housing recovery following the devastation of hurricanes Maria and Irma.

Puerto Rico Department of Housing | CDBG-DR City Revitalization Program

Brenna led the startup of the multi-sector City Revitalization Program which assists local municipalities in Puerto Rico with spending housing, infrastructure and economic development funding post-hurricane.

Harris County, Texas | CDBG-DR Housing Program Management

Brenna oversees a team implementing the \$200M+ buyout and acquisition program which moves residents from flood-prone properties to safer areas following applicable URA and HUD regulations and procedures.

Mississippi Emergency Management Agency | FEMA Non-Congregate Shelter

Assist the State of Mississippi by providing shelter support staff and supervisors who perform case management for residents residing in shelters following a tornado event.

State of Colorado | Emergency Operations Center Staff Augmentation

On short notice, provide supervisory staff and shelter support staff to assist the City of Denver and State of Colorado with migrant sheltering operations due to the recent arrival of migrants.

Sarasota County, Florida | CDBG-DR/MIT Action Plan

Oversaw a team developing housing, infrastructure, mitigation and economic recovery programs and projects for their \$200 million CDBG-DR/MIT allocation from HUD.

Virgin Islands Housing Finance Authority | CDBG-MIT and CDBG-DR Electrical Grid Action Plan

Assisted the Virgin Islands Housing Finance Authority with developing programs and projects in the areas of housing, infrastructure, economic development, and public services for their \$774 million CDBG-MIT allocation from HUD. Led the team drafting the CDBG-MIT Action Plan which was submitted to HUD and approved

Assisted the Virgin Islands Housing Finance Authority with developing programs and projects in for their \$64 million CDBG-DR Electrical Grid allocation from HUD.

Metropolitan Development & Housing Authority | CDBG-DR/MIT Housing Action Plan

Oversaw a team developing the Metropolitan Development & Housing Authority programs and projects for their \$10 million CDBG-DR/MIT allocation from HUD.

Senior Program Manager (March 2021 – January 2022)

Various Clients | Emergency Rental Assistance Program

Developed policies and procedures, interpreted Treasury guidance, and led project management teams in the implementation of ERA programs totaling more than \$1 billion in assistance.

- State of Texas ERA program management – over 20,000 applicant files reviewed to-date
- City of Philadelphia ERA technical assistance
- Fort Bend County, Texas COVID-19 relief appeals processing
- Leon County, Florida ERA program management
- Broward County, Florida ERA program management

ADDITIONAL EXPERIENCE

Senior Vice President and Vice President (January 2011 – October 2019)

GrantWorks, Inc.

Brenna formulated and implemented the firm's strategies and policies as a member of executive team, including strategies for maintaining success during rapid growth from 60+ employees to 160+ employees in a one-year period. Brenna established relationships, developed proposals, and negotiated and managed contracts.

As Vice President, Brenna led the functions of the largest department in the company implementing federal and state grant programs for local governments, the majority of which were CDBG and CDBG-DR funded. She developed organizational tools and strategies to ensure projects were completed on time; conducted employee reviews and made staffing decisions; and interpreted government publications and regulations as they pertain to project implementation and disseminated new information to a team of 20+ project managers that later grew to more than 50. Brenna also developed internal policies and procedures and grew teams in new areas of grant management, such as FEMA programs.

Director of Community Development (December 2009 – July 2011)

GrantWorks, Inc.

Brenna provided technical assistance in preparing hundreds of Community Development applications for CDBG and CDBG-DR infrastructure projects. She developed processes and forms to streamline project management and incorporate staff comments and coached project managers on maintaining productive relationships with clients, engineers, and state agencies. She provided continuous support, technical assistance, and training for project management staff and served as company liaison with clients and key stakeholders. Brenna also attended trainings and webinars with project managers in order to hone program knowledge and maintain certifications.

Project Manager (August 2007 – December 2009)

GrantWorks, Inc.

Brenna managed 50+ Community Development Block Grant (CDBG) infrastructure projects for Texas communities. She worked directly with local government officials, project engineers, and staff members of state agencies and managed financial and technical project requirements to meet strict state and federal thresholds. Brenna conducted public hearings and presented comments to local governments. She also prepared and submitted project paperwork, such as contract amendments, Davis-Bacon compliance documents, environmental studies, invoices, budget modifications and project completion reports.

GIS Specialist and Graduate Assistant (August 2005 – May 2007)

Tufts University

Brenna was a graduate assistant to the Urban and Environmental Policy and Planning program at Tufts University. She also served as a GIS specialist for the Tufts GIS Laboratory.



7

YEARS OF
EXPERIENCE**Areas of Expertise**

ArcGIS Pro

ArcMap

ArcGIS Online

QGIS

GIS Web Map

GIS Data Analysis

Floodplain Management

Key Training/Certifications

ASFPM Certified Floodplain Manager

Registration/Affiliations

Association of State Floodplain Managers

Kansas Association of Mappers

Education

East Carolina University, M.A., Geography, 2014

UNC Charlotte, B.S., Meteorology, 2011

EXPERIENCE SUMMARY

Mr. Bill Pace is a GIS Analyst for Tetra Tech's Resilience and Mitigation division for the Emergency Management Community Resilience Program. He obtained a Bachelors degree in meteorology from UNC Charlotte and a Masters degree in geography from East Carolina University. Mr. Pace has worked both the public and private sector in various GIS tasks ranging from updating geospatial data, assisting small communities with GIS support for FEMA's Community Rating System program, and managing web-based GIS map.

RELEVANT EXPERIENCE**GIS Analyst (January 2025 – Present)****Hazard Mitigation Planning Update Projects**

Assisted in the development updated hazard mitigation plans for various communities using GIS for analysis and map creation. The hazard mitigation plans were developed to comply with the FEMA State Mitigation Planning Policy Guide (Effective May 19, 2025, FP 302-094-2), the Local Mitigation Planning Policy Guide (Effective April 11, 2025, FP-206-21-0002), and 44 CRS Part 201 Mitigation Planning. The Maps and geospatial analysis is not required per FEMA guidance but helps provides a visualization of the hazards and vulnerabilities of the communities.

- Base map creation
- Creating hazard profile maps for flooding (0.1% and 0.2% annual chance, National Earthquake Hazards Reduction Program (NEHRP) D and E soils, landslide susceptibility (Moderate, High, Very High), sea level rise, wildfire severity (Moderate, High, Very High))
- County profile maps of Land Use/Land Cover, Population Density, Vulnerable Population Density, Replacement Cost Value (RCV).
- Map of Critical Facilities.
- Vulnerability analysis of new development, buildings, and population (total and vulnerable population) based on hazards (ie flooding, landslide, dam inundation etc.).
- Georeference and digitized dam inundation maps.
- Run the DSS-Wise tool to develop dam inundation maps for vulnerability analysis.
- Created depth grids based on spatial extent of flooding and LiDAR based ground elevation. Geoprocessing tools used include Interpolate Shape tool, Create a TIN tool, Tin to Raster tool, and Raster Calculator.
- Create ArcGIS online dashboard maps of the studied hazards.
- Find and download geospatial for hazard mitigation project.

Communities:

Del Norte County, California; Sonoma County, California; Maui County, Hawaii; Schuylkill County, New York; Dutchess County, New York; Lewis County, New York; Seneca County, New York; Harris County, Texas; Tahoe Truckee Unified School District, California

Hazard Mitigation Grant Program Projects

Assisted by using GIS to identify buildings for the hazard mitigation grant program project.

- Used GIS to identify the finished floor elevation for buildings impacted by the fire in Maui County to support a benefit cost analysis (BCA). Used USACE National Structure Inventory (NSI) data, building footprints from the community, address list, Hazus default first floor height, information on if the buildings if pre-Flood Insurance Rate Map (FIRM) or Post-FIRM, and LiDAR DEM data.
- Created maps of destroyed and non-destroyed structures in Lahaina, HI. Map included the structures, FEMA floodplains, and 200 foot erosion set back.

Communities:

Maui County, Hawaii

High Hazard Potential Dam Projects

Assisted with GIS tasks.

- Georeference and digitized dam inundation maps.
- Developed Vulnerability Assessment tables from template so that it can be populated after the analysis.
- Ran the DSS-WISE tool to generate dam inundation maps

Communities:

Delaware County, Pennsylvania; Clarion County, Pennsylvania; Columbia County, Pennsylvania; Somerset County, Pennsylvania

Debris Estimate Project

Assisted with GIS Tasks.

- Created depth grids based on spatial extent of flooding and LiDAR based ground elevation. Geoprocessing tools used include Interpolate Shape tool, Create a TIN tool, Tin to Raster tool, and Raster Calculator

Communities:

Edinburg, Texas

Floodplain Management and Community Rating System (CRS) projects

Assisted by using GIS to complete tasks to collect points under the CRS program.

- Digitized 21 paper-FIRMS for Kansas City, Kansas and Wyandotte County, Kansas for CRS 440 AMD.
- Worked with buyout properties for CRS 420. This included deed restricted properties, open space right of way, open space no building no sale.
- Upload data to clients ArcGIS Online account and create web maps.
- Collected data and add it to the clients ArcGIS Online account for CRS 440 AMD 4, 7, 8, and 11.
- Developed a buildings footprint layer of all structures located in the FEMA floodplains for Maui County, Hawaii.
- Developed maps of near by Continuously Operating Reference Stations (CORS) for Little Falls, New Jersey and Shandaken, New York to collect points under CRS 440 BMM.
- Developed a map of open space parcels for Little Falls, New Jersey to collect points under CRS 420 OSP

- Developed a layer of building structure information from the USACE NSI data that also ties parcel information and is located in the FEMA Special Flood Hazard Area (SFHA).

Communities:

Kansas City, Kansas and Wyandotte County, Kansas; Maui County, Hawaii

Substantial Damage Estimation Projects

Used GIS to map the location of substantial damage estimation inspection sites for communities impacted by hurricanes.

- Geocoded and map points of substantial damage inspections and post disaster assessments in communities.
- Cleaned up address list so it can be geocoded.
- Created inspection grids for reference.
- Identify inspection sites located within the community, located within the FEMA floodplains, and within the search grids.
- Created both static maps and ArcGIS Online web maps.

Communities:

Clearwater, Florida; Dunedin, Florida; Tarpon Springs, Florida; Sarasota, Florida; Largo, Florida; Hillsborough County, Florida

Repetitive Loss Area Analysis (RLAA) Projects

Assisted by using GIS to create maps for RLAA projects.

- Map USACE NSI data and community parcels in RLAA Areas.
- The maps included the NSI building data, community parcels, RLAA area boundaries, and floodplains.
- Created maps of land use/land cover in the community and the structures that were mitigation using elevation or from buyouts.
- Assist in the write up of the RLAA document.
- Worked on CRS Activity 370 Flood Insurance Assessment

Communities:

Pequannock Township, New Jersey; Little Falls Township, New Jersey; Orange County, California; City of Anaheim, California; City of Laguna Woods, California; City of Newport Beach, California; City of San Juan Capistrano, California; City of Santa Ana, California; Shandaken, New York.

Floodplain Management (FMP) Projects

Assisted in the writing of the FMP projects

- Assisting the writing of community profile, hazards profile, and data and methodology sections.

Communities:

Orange County, California; City of Anaheim, California; City of Laguna Woods, California; City of Newport Beach, California; City of San Juan Capistrano, California; City of Santa Ana, California

**12**YEARS OF
EXPERIENCE**Areas of Expertise**

Civil Engineering
Project Costing
Construction Management
Damage Descriptions
Structural Repair and Rehabilitation

Grant Experience

FEMA PA TAC
CDBG

Key Training/Certifications

OSHA Construction Safety and Health 30 Hours (Lic. #12-601120950)

Education

Polytechnic University of Puerto Rico, San Juan Campus (ABET Accredited Program), Department of Civil and Environmental Engineering, Bachelor of Science in Civil Engineering, BSCE, 2013

Institution, Degree, Year (if post-2000)

EXPERIENCE SUMMARY

Mr. Gilberto J. Monroig Ramos, a Civil Engineer with a strong educational background, has a rich professional history in construction management, project costing, and oversight. Mr. Monroig Ramos has contributed significantly to disaster recovery projects for FEMA, writing damage descriptions, scopes of work, and cost estimates for repairing damaged public infrastructure. Working as an Assistant Project Engineer, Mr. Monroig Ramos focused on infrastructure design, permitting, and supervision for various projects, collaborating with structural engineers and overseeing the construction process. Additionally, as a Project Supervisor at TS Group Inc., he gained experience in structural repair and rehabilitation, using composites like fiberglass and carbon fiber wrap for enhancing existing facilities. His educational background in Civil Engineering, OSHA certification, and FEMA Independent Studies Certificates and Trainings equip him with the knowledge and skills to effectively manage construction projects, ensuring compliance with codes and standards.

RELEVANT EXPERIENCE**Construction Oversight Manager/Project Assistant (March 2022-Present)****Puerto Rico Department of Housing | CDBG-DR City Revitalization Program, Region 1**

Responsible for each construction project, implement the oversight plan, develop all necessary monitoring reports, and submit reports to PRDOH. If required, revise all the invoices submitted by Subrecipient during the construction term. Conduct oversight site visits to validate compliance with required CDBG-DR programs policies and regulations including:

- Reviewing construction progress meeting minutes and other documents
- Attending periodic construction progress meetings
- Conducting periodic site oversight visits
- Review all change orders documentation
- Monitor construction schedule and cost
- Responsible for preparing reports to the Project Manager, based on monitoring visits of subrecipient construction projects under PRDOH's CDBG-DR programs
- Provide feedback to PRDOH of any risks and deviations from permits, Monitor compliance with CDBG-DR applicable regulations

Project Inspection (October 2021-March 2022)**EAS & Associations, PSC**

Inspection during construction of short columns repairs in Puerto Rico schools, for “PRIFA”, Puerto Rico Infrastructure Financing Authority and Puerto Rico Department of Education.

- Responsible for keep a detailed daily report of project activities
- Record keeping and document control
- Evidence the construction activity with photographs
- Attentive to the results of the control test and call the attention of the people concerned about any failure
- Verify if the materials used meet the requirements of the contract
- Document and file all information concerning the project including instructions received from the owner, construction manager as well as instructions to the contractor
- Obtain information on the amount of work performed on the work, which allows to check the certifications adequately

Project/Costing Specialist (September 2019-August 2021)**JACOBS | CCPRS – Joint Venture between JACOBS and CDM Smith**

Provided support for FEMA and PA TAC projects including CRC Atlantic - Consolidated Resource Center, Standard Lane - Category C - Roads and Bridges, DR4339-PR-Hurricane Irma & Maria, and DR4473-PR-Earthquakes Events.

- Conduct and write damage descriptions, scopes of works for repair/replace damaged public infrastructure and develop cost estimates with Rs-means and Federal Highway Administration (FHWA) & Department of Transportation and Public Works of Puerto Rico (DTOP) historical bid costs
- Write Project Worksheets (PW's) for determining project eligibility, scopes of work and estimating costs to repair or replace a facility/structure to restore it to its pre-disaster design
- Provide technical, costing estimating, and disaster recovery and services while supporting technical professionals
- Interpret construction work to ensure compliance with contract drawings and specifications as well as FEMA Public Assistance policy and procedure

Assistant Project Engineer (April 2013-August 2019)**Hernan Gonzalez & Associates, PSC**

Provide Infrastructure Design, Permitting, Supervision and Inspection Services for Municipalities and Puerto Rico Government.

Responsible of interpretation data of Hydrologic and Hydraulic studies, Scour analysis with the Professional Engineer and Geotechnical Engineering assessments to prepare Bridge and Infrastructure Project Designs and Construction Plans. Coordinate meetings with the Structural Engineer to ensure that construction plans, and specifications were followed with structural recommendations. Knowledge and experience with preparation and evaluation of technical specifications and bidding documents. Permitting process with local and federal government in relation to the environmental process, construction and use permits. Nationwide joint permit process with U.S. Army Corps of Engineers (USACE) for Single span bridges over rivers. Permits process through Puerto Rico Single Business Portal. Evaluation of construction bidding proposal documents, supervision during

construction, evaluation of submittals, shop drawings in compliance with construction plans and specifications. Attend meetings and discuss project details with clients and contractors.

Clients and Relevant Projects include:

- Municipal Government of San Sebastián - Design, Permit & Supervision during construction
- Underpinning at Centro de Bellas Artes – Underpinning and Soil injection to existing expansive clay soils
- Retrofitting of Estadio Titi Beníquez – Structural Roof Repairs
- Keystone Wall for New Parking Access
- Damage Assessment of Municipal Properties – Hurricane Maria
- Municipal Government of Cayey – Design, (USACE) Permits & Supervision during construction
- (4) Single Span Bridge's & Asphalt pavement road access over Maton River – FEMA funds
- Municipal Government of Jayuya – Design, Permits & Supervision during construction
- New Storm Sewer 72" inch RCP with drop manholes and slope stabilization, Alturas de Jayuya Development
- Improvements to Jayuya Municipal Hospital
- Proyecto Agroturístico, Helium Balloon – CIAPR- Environmental Engineering – Project of the Year
- Damage Assessment of Municipal Properties – Hurricane Maria
- Municipal Government of Villalba – Design, Permits & Supervision and supervision during construction
- New Storm Sewer Alturas de Villalba Development – FEMA Funds
- Single Span Bridge La Julita Sector & Asphalt pavement road access – FEMA funds
- Municipal Government of Utuado – Design, Permits & Supervision and supervision during construction
- Damage Assessment of Municipal Properties – Hurricane Maria

Engineering Technician (February 2013-April 2013)

Spec Design PSC, Structural and Forensic Engineers

Scan concrete elements and structures with Ferroscan and GPR (Ground Penetrating Radar) equipment. Capturing an inside image of concrete walls, columns slabs and beams to determine the diameter, spacing and cover of the existing steel bars. Non-destructive exploration to performing an accurate structural analysis of existing structures.

Relevant Projects include:

- Escuela Elemental Bayamoncito, Aguas Buenas, P.R. – Rebar Scanning, Rebar Identification & Concrete Drills of Existing Schools Structure's to perform Structural Analysis for CSA Group.
- Bridge's Inspection at PR # 2 Highway – "Metropistas" – Visual Inspection and Reports of Existing Condition of the Bridge's including, slabs, joints, girders, concrete prestressed beams, pile caps, & Abutments

Project Supervisor (October 2012-January 2012)

TS Group Inc. Retrofitting and Waterproofing

Structural Repair and rehabilitation of existing facilities. Composites fiberglass and carbon fiber wrap used in the structural repair, structural strengthening and structural enhancement of existing facilities and infrastructure.



4

YEARS OF
EXPERIENCE**Areas of Expertise**

Case Management
SmartSheet
RecoveryTrac software
MR8 Software
Bilingual (English & Spanish)

EXPERIENCE SUMMARY

Ms. Montalvo is a results-driven professional with over 4 years of progressive experience in disaster recovery, case management, administrative support, and team leadership. She is skilled in managing high-volume relocation cases, coordinating with government agencies, and ensuring compliance with federal regulations, including the Uniform Relocation Act. Adept at project management, quality assurance, and client relations, with proven ability to lead teams of up to 20 staff and 30 volunteers. She has strong technical expertise in Microsoft Office Suite, SharePoint, SmartSheet, DocuSign, and RecoveryTrac, complemented by excellent organizational skills, attention to detail, and the ability to manage sensitive transactions with discretion. She is fully bilingual in English and Spanish, with a track record of delivering outstanding support to diverse communities and enhancing operational efficiency across nonprofit, legal, and engineering environments.

RELEVANT EXPERIENCE

Disaster Recovery Relocation Specialist (July 2022-Present)**Tetra Tech**

- Relocation case management (100+ cases).
- Team management (10 persons).
- Create and submit claim forms for payment requests in an expedited and diligent manner.
- Conduct visual property inspections.
- Record retrieval.
- Assisting in a range of Right of Way related work.
- Document specialist, quality assurance quality control.
- Compile final client package for submittal to Harris County.
- Support with data entry and administrative tasks.
- Aid with project management, project outreach, relocation advisory services and at times highly sensitive transactions.
- Provide translation services to Spanish speaking clients.
- Tracking project process via DocuSign, SharePoint, SmartSheet, Excel and RecoveryTrac.
- Currently working onsite for the Harris County Relocation and Buyout Project to provide relocation advisory services to all eligible displacees in various buyout areas throughout Harris County while following the Federal Laws and Regulations of the Uniform Relocation Act.

Call Center/Administrative Assistant (April 2021-July 2022)**Harris County Recovery/Buyout and Relocation Project | Tetra Tech**

- High volume phone communications.
- Manage phone record.
- Upload documents to SharePoint.
- Experience with RecoveryTrac software.
- Order home/ property inspections.
- Order home/property appraisals.
- Quality check of department prepared files.
- Assist Relocation Specialists when needed.
- Printing and scanning documents.
- Order department office supplies.
- Prepare USPS and Certified mail.

Production Specialist (February 2019-April 2021)**Team Legal (Lexitas)**

- Scan hard copies to PDF format.
- Produce evidence files for attorney clients.
- Back-up and produce files/media from CD/DVD/USB.
- Upload electronic copies to repository/portal.
- Quality check department prepared files prior to delivery.
- Create client login credentials.
- Assist with client inquiries.
- Update order status logs.
- Prepare files for delivery/shipment.
- Prepare USPS mail.
- UPS Worldship to ship files.

Assistance Manager (July 2010-July 2018)**The Center**

- Supervised (1-30) volunteers in the packaging and shipping process.
- Managed Team of 20 persons.
- Processed all telephone, email, fax and web based orders.
- Prepared all invoices, packing slips and shipping labels (FedEx and USPS).
- Responsible for selecting and implementing Verifone Credit Card Processing Software.
- Maintained online customer database containing historical sales information.
- Maintained detailed inventory control over all products sold/shipped.



Victor E. Oquendo de Jesus, PE

Engineering and Feasibility Specialist

30+

YEARS OF
EXPERIENCE

Areas of Expertise

Program Management
Federal Compliance
Construction Management
Cost Estimating
Budget Preparation and Scheduling

Key Training/Certifications

Licensed Professional Engineer,
Commonwealth of Puerto Rico
(Lic. No. 15119)

Licensed Professional Engineer,
Florida (Lic. No. 83631)

Licensed Professional Engineer,
Texas (Lic. No. 128525)

OSHA 30 Hours

Education

University of Puerto Rico, Bachelor
of Science of Civil Engineering, 1995

EXPERIENCE SUMMARY

Mr. Oquendo is a licensed engineer/construction project manager with more than 29 of proven success overseeing all phases of multimillion-dollar construction, infrastructure, retail, commercial, hospital, pharmaceutical, institutional and residential projects for federally funded, public, and private sector clients. His education and expertise in civil engineering make him especially adept and proficient in project management and cost estimating. His experience includes developing work scopes and cost estimation for new commercial construction, rehabilitation of existing commercial structures and infrastructure improvements under federal grant requirements and standards.

RELEVANT EXPERIENCE

Senior Engineer & Cost Estimator (December 2021 - Present)

Tetra Tech, Inc. | Guaynabo, PR

Mr. Oquendo De Jesus provided comprehensive assistance to subrecipients involved in the City Revitalization Program, specifically under the Community Development Block Grant - Disaster Recovery (CDBG-DR) initiative. This support encompassed all facets of construction projects, including:

- Project development
- Preparation of cost estimates
- Management of the procurement process
- Development and review of design documents
- Oversight and management of construction activities

Local Hire – Public Assistance Technical Specialist (December 2020 – December 2021)

FEMA/CRC Atlantic | Guaynabo, PR

As a Costing Specialist, Mr. Oquendo De Jesus has demonstrated exceptional expertise in developing and validating scopes of work and cost estimates for a multitude of projects within the Standard Lane. His responsibilities encompassed both completed projects and those still in progress, ensuring comprehensive and accurate financial planning and execution to include:

- Mr. Oquendo De Jesus meticulously crafted detailed scopes of work for each project, outlining the necessary tasks, resources, and timelines.
- He rigorously validated cost estimates, ensuring they were precise and reflective of the project's requirements and market conditions.
- His role involved overseeing both completed and ongoing projects, maintaining a high standard of quality and efficiency.

- He contributed to the financial planning process by providing accurate cost projections and budgetary recommendations.
- Mr. Oquendo De Jesus worked closely with various stakeholders to align project goals and financial expectations.

PDMG, Program Delivery Manager | FEMA Technical Assistant Contractor (August 2019 – October 2020)**Alchemy Park, LLC | (TAC)-DR4339PR**

As a Program Delivery Manager (PDMG) in the Health and Social Services (HSS) sector, specifically for Houses of Worship, Mr. Oquendo De Jesus has successfully conducted Exploratory Calls and Recovery Scoping meetings for all his applicants. He was assigned as the primary PDMG for The Catholic Church, Fajardo/Humacao Diocese, overseeing 64 formulated projects with a total approximate cost of \$38.0 million. Additionally, he served as an Alternate PDMG for The Catholic Church, San Juan Diocese, managing the formulation and grant process for over 400 projects with an estimated total cost of \$378.2 million. His responsibilities included:

- Providing customer service tailored to guide applicants through the grant process.
- Solving policy and formulation complications and challenges common to this process.
- Reviewing and validating hundreds of documents, site inspection reports, and cost estimates pertaining to various projects.
- Coordinating the logical grouping of facilities into projects.
- Ensuring the accurate delivery of millions of dollars in grant funding while aligning with applicants' recovery priorities, understanding their capabilities and capacity to develop projects, and participating in site inspections.

Senior Estimator | Center of Excellence Member | FEMA | Technical Assistant Contractor (May 2018 – August 2019)**Alchemy Park, LLC | (TAC)-DR4339PR**

Mr. Oquendo De Jesus has been appointed as a member of the Center of Excellence (COE) as a Technical Advisor for DR4339PR. In this capacity, he is responsible for developing cost estimating procedures and guidelines to be utilized by the Cost Estimating Group (CEG) or CRC Atlantic. His role involves significant contributions to the establishment of standardized practices and methodologies in cost estimation.

Additionally, Mr. Oquendo De Jesus has served FEMA as a mentor to various sectors, ensuring the proper development of scopes of work across all sectors. His mentorship has been pivotal in maintaining consistency and accuracy in project planning and execution. His responsibilities included:

- Appointed to the COE as a Technical Advisor for DR4339PR, tasked with developing cost estimating procedures and guidelines for the CEG or CRC Atlantic.
- Provided mentorship to other sectors within FEMA, ensuring the proper development of scopes of work.
- Developed hundreds of cost estimates for the Cost Estimating Group (CEG), showcasing his expertise in financial planning.
- Reviewed and validated hundreds of cost estimates prepared by members of the CEG, ensuring accuracy and reliability.

Senior Estimator (February 2018 – May 2018)**CIPM**

Mr. Oquendo De Jesus played a crucial role in the formulation of numerous damage assessments and cost estimates for various facilities impacted by Hurricane Maria in the Municipalities of Ponce and Orocovis, Puerto Rico. His expertise was instrumental in ensuring accurate and comprehensive evaluations of the damages sustained.

In addition to his technical contributions, Mr. Oquendo De Jesus supervised the estimating department and the field team, overseeing the collection and processing of the data necessary for developing precise cost estimates. His leadership ensured that the data gathered was thorough and reliable, facilitating the creation of accurate financial projections. His responsibilities included:

- **Damage Assessments and Cost Estimates:** Formulated dozens of damage assessments and cost estimates for facilities affected by Hurricane Maria in Ponce and Orocovis, Puerto Rico.
- **Department Supervision:** Supervised the estimating department and field team, ensuring efficient data gathering and processing.
- **Data Collection and Processing:** Oversaw the collection and processing of data necessary for developing accurate cost estimates, ensuring the reliability and comprehensiveness of the information.

Quality Control General Manager (December 2017 – February 2018)

Venegas Construction, Inc.

Mr. Oquendo De Jesus supervised a team of 75 quality control inspectors for FEMA's Blue Roof Project in the southern region of Puerto Rico following the devastation caused by Hurricane Maria. His leadership was pivotal in ensuring the effective and efficient execution of the project, which aimed to provide temporary roofing solutions to affected households.

In collaboration with his team of inspectors, Mr. Oquendo De Jesus was responsible for validating the proper installation and securing of blue tarps on over 25,000 houses in the region. This critical task ensured that the temporary roofing solutions were correctly implemented, providing much-needed protection and stability to the affected families. His responsibilities included:

- Supervised 75 quality control inspectors for FEMA's Blue Roof Project in the southern region of Puerto Rico.
- Ensured the proper installation and securing of blue tarps on over 25,000 houses, guaranteeing the effectiveness of the temporary roofing solutions.
- Led and coordinated the efforts of the inspection team, ensuring that all tasks were completed efficiently and to the highest standards.

President & Senior Project Manager (May 2005 – June 2017)

Rama Construction LLC, General Contractors

Mr. Oquendo De Jesus has demonstrated exceptional leadership and organizational skills by supervising and coordinating the estimating process for hundreds of projects. His role involved conducting numerous meetings with project owners, meticulously evaluating all contract documents prior to signing, and overseeing the selection process of subcontractors for each project.

In addition, Mr. Oquendo De Jesus supervised project managers across various projects, providing guidance on purchase orders, material selection, project costs, and scheduling. He effectively divided large-scale construction projects into manageable steps, ensuring efficient supervision of project managers and field engineers throughout the construction process.

In 2006, Mr. Oquendo De Jesus implemented innovative techniques and optimized resource allocation for the construction of the New Track and Field in Ponce, PR, which resulted in the timely completion of the project and record profits. His expertise has also led to the successful and timely completion of dozens of multimillion-dollar projects. His responsibilities included:

- Supervised and coordinated the estimating process for hundreds of projects.

- Conducted numerous meetings with owners and evaluated all contract documents before signing, overseeing the selection of subcontractors.
- Supervised project managers on purchase orders, material selection, project costs, and scheduling.
- Divided large construction projects into manageable steps, ensuring effective supervision of project managers and field engineers.
- Implemented new techniques and optimized resource allocation for the New Track and Field in Ponce, PR, achieving timely completion and record profits.
- Successfully completed dozens of multimillion-dollar projects on time.

Project Manager (February 2001 – May 2005)

Rama Construction LLC, SE, General

Mr. Oquendo De Jesus has demonstrated exceptional organizational and technical skills in overseeing the planning of construction activities and preparing daily, weekly, and monthly work schedules for his assigned projects. His meticulous approach ensured that all tasks were completed efficiently and on time.

He developed detailed shop drawings and construction methods for numerous projects, ensuring that all designs and methodologies were precise and effective. Mr. Oquendo De Jesus also conducted thorough inspections to validate the work at project sites, maintaining high standards of quality and compliance.

In his role, he coordinated with clients, subcontractors, and suppliers to monitor work progress, address technical queries from contractors, and resolve issues related to government authorities. His proactive communication and problem-solving skills were vital in maintaining smooth project operations.

Mr. Oquendo De Jesus assisted in the planning and development of resources, including manpower, machinery, equipment, and materials for multiple projects. He provided Senior Project Managers with monthly cost analyses and progress status reports, ensuring transparency and informed decision-making. During this period, his projects consistently surpassed expected profit margins. His responsibilities included:

- Oversaw the planning of construction activities and prepared daily, weekly, and monthly work schedules.
- Developed shop drawings and construction methods for dozens of projects.
- Conducted inspections to validate the work at project sites.
- Coordinated with clients, subcontractors, and suppliers to monitor progress and address technical queries and government-related issues.
- Assisted in planning and developing resources such as manpower, machinery, equipment, and materials.
- Submitted monthly cost analyses and progress status reports to Senior Project Managers, contributing to projects that exceeded profit expectations.

Field Engineer (February 1995 – January 2001)

Rama Construction, Inc.

Mr. Oquendo De Jesus has effectively conducted meetings with subcontractors and owners, playing a pivotal role in facilitating clear communication and collaboration among all stakeholders. He has assisted in the planning and development of essential resources, including manpower, machinery, equipment, and materials, ensuring that all projects are adequately supported. Additionally, he has undertaken various other management-related duties, demonstrating his versatility and commitment to project success.



8YEARS OF
EXPERIENCE**Areas of Expertise**

- Historic Evaluations
- Autodesk
- Grafisoft
- Microsoft Office
- Adobe Creative Suite
- Residential Structure Reviews

Affiliations

- AIAS, American Institute of Architecture Students, Polytechnic University of Puerto Rico
- DOCOMOMO Puerto Rico, Organization for the Documentation and Conservation of the Modern Movement in Puerto Rico

Key Training / Certifications

- NCARB, National Council of Architectural Registration Boards.
- CAAPPR, Colegio de Arquitectos y Arquitectos Paisajistas de Puerto Rico.

Education

- LCI Barcelona, Felicidad Duce, Master in Design, 2018.
- Polytechnic University of Puerto Rico, Bachelor in Architecture, 2017.

EXPERIENCE SUMMARY

Ms. Onairis Pérez possesses 8 years of experience in architectural design and historic evaluation. She is bilingual (English and Spanish), and is proficient in both digital design and field data collection. Ms. Pérez's flexibility in her skillset as an architectural professional has enabled her to tackle a wide array of projects in her career, from design work for high-end housing projects, to evaluation of compliance for CDBG-DR projects, to the production of detailed documentation from in-field measurements of historical structures to be recorded in the Library of Congress.

RELEVANT EXPERIENCE**Associate Architect (2021)****BCS Architects and Builders | Hato Rey, PR**

- Lead of a team of environmental/architectural professionals to coordinate with state and federal resource agencies of environmental/architectural studies.
- Historic resource identification, Section 106, National Environmental Policy Act (NEPA) and Puerto Rico Environmental Policies, document preparation, independent technical report writing and resolve issues for a variety of projects.
- Work with internal staff as well as SHPO to consult or avoid/minimize impacts to identified NRHP-eligible resources.
- Duties includes research data, writing architectural descriptions, evaluating resources for NRHP eligibility, and preparing technical reports.

Associate Architect (2021)**BCS Architects and Builders | Hato Rey, PR**

- Participate in preliminary, schematic and development design for high-end housing. Elaborating 3D models, diagrams, construction documents and renderings for residential projects.
- Analyze and apply local building codes and regulations to ensure compliance.
- Execute as-builts and supervise project progress on-site visits.
- Coordinate and participate in all project phases.

Architectural Historian (2020)**Arcadis Caribe | Guaynabo, PR**

- Produce historic and non-historic evaluations to develop reviews of residential structures to meet with requirement for the R-3 Program (Repair, Rebuilt, Relocate)
- Identify and/or minimize impacts on eligible or listed properties in the National Register of Historic Places (NRHP).
- Comply with State Historic Preservation Office (SHPO) administer by Puerto Rico Department of Housing financed with federal funds of Community Development Block Grant - Disaster Recovery (CDBG-DR).

Project Architect (2018 – 2020)**Council of American Maritime Museum | Washington, DC**

- Elaborate drawings of various kinds of structures through the Historic American Engineering Record.
- Produce archival documentation using hand measurement field notes, laser scanner technology, computer drawing programs, and photos.

Intern Architect (2017)**Historic American Engineering Record | Washington, DC**

- Produce measured drawings in 2D & 3D using AutoCAD with data obtained from historic documents, hand measured field notes, photography, and laser scan technology.
- Interpret and analyze drawings of technical engineering parts to complete an entire composition and achieve a full understanding of systems and operations to be able to make motion videos.

Intern Architect (2016)**Historic American Building Survey | Washington, DC**

- Produce measured drawings of the Contagious Disease Hospital, located in Ellis Island, New Jersey using AutoCAD.
- Applied data obtained from hand measured field notes and laser scan technology.
- Apply guidelines and measuring techniques as indicated by the entity.

Junior Designer (2014 – 2016)**Pérez Mejía Construction Inc | San Juan, PR**

- Develop architectural drawings and construction documents for remodeling, rehabilitation, and new construction for commercial and residential projects.
- Establish contact with possible clients and follow-up in the contracting process.
- Supervise the progress of the construction project and workers performance.
- Suggest possible design solutions and present them to the company leaders
- Make construction estimates and materials orders.
- Assist with payroll and employee scheduling.

25

YEARS OF
EXPERIENCE

Areas of Expertise

Federally Funded Programs
Infrastructure Projects
Planning Studies
Private Industry
Small Business Interests
CDBG-DR Programs
Bilingual

Key Training/Certifications

Program Management
Professional
OSHA 10-Hour Construction
Certification
Texas Engineer in Training

Education

Master of Science, Mechanical
Engineering
Bachelor of Science, Mechanical
Engineering

EXPERIENCE SUMMARY

Mr. Javier Pérez possesses extensive leadership experience in managing federally funded programs across both public and private sectors. His career includes leadership roles in several Fortune 500 companies within the manufacturing and petroleum industries, providing him with a robust technical and process-oriented background. Additionally, Javier has successfully completed leadership rotations at various levels, including grantee, subrecipient, grant administrator, and program management. This experience has equipped him with unparalleled insight into the implementation requirements for successful federal programs. He has a comprehensive understanding of the planning, policy development, and implementation processes, as well as their potential impacts on local industries and stakeholders.

RELEVANT EXPERIENCE

Senior Program Manager (May 2019-June 2024)

Puerto Rico Department of Housing | Program Grant Manager/Administrator following Hurricanes Irma and María

Javier worked with the Puerto Rico Department of Housing (PRDOH) to develop and execute the implementation strategy for the Housing Program CDBG-DR housing portfolio as part of the Puerto Rico Disaster Recovery effort. Additionally, he served as the Senior Program Manager and primary contact for the CDBG-DR Home Repair, Reconstruction, or Relocation Program and the CDBG-MIT Single-Family Housing Mitigation Program. Javier was responsible for the day-to-day management of these programs and reporting directly to PRDOH. He devised strategies to mitigate risks and maximize opportunities for the nation's largest disaster recovery residential program.

Deputy Program Manager/Subject Matter Expert (July 2015-May 2019)

New York City Housing Recovery Office, Program Management CDBG-DR

Javier coordinated key implementation efforts with City-hired program managers and construction managers to ensure turn-key deliverables. He provided direction, instructions, and process support to various city agencies to expedite the design and construction deliverables. Additionally, Javier played a pivotal role in implementing New York City's first modular home program, a highly visible initiative aimed at accelerating the housing recovery effort.

Director (September 2011-July 2015)**Texas General Land Office | Grant Management CDBG-DR**

Javier served as the program management director for over \$3 billion in HUD CDBG-DR grants aimed at repairing, elevating, and reconstructing housing infrastructure damaged by hurricanes. He developed industry-driven best practices for project managers to leverage knowledge and minimize project risks. Javier created tools and reports that enabled project managers to track infrastructure project sites and residential units under construction, providing accurate information to state and local stakeholders.

He implemented lessons learned from past grant allocations, improving project delivery times for both infrastructure and residential programs. Additionally, Javier fostered a customer-focused approach to address stakeholder concerns and minimize unnecessary project inquiries. He developed and nurtured relationships with stakeholders, promoting a collaborative environment.

Leadership/Owner (December 1999-September 2011)**Private Internal Experience: Manufacturing, Construction, Petroleum, Small Business**

Javier led multinational projects in El Paso, Texas; Ciudad Juarez and Chihuahua City, Chihuahua; and Santo Domingo, Dominican Republic; which required an elevated level of coordination across international border and cultural lines. Additionally, he joined and held several leadership roles at Western Refining (now Marathon Petroleum Corporation) where he implemented strategic capital projects in support of western refining business plans. Javier brought a nationally recognized franchise business to El Paso, which he successfully operated for several years before selling it. He also founded La Jolla Builders, a home building company dedicated to building custom homes of the highest quality. These successful endeavors have required a keen sense of the El Paso business community and how it has been affected by local, state, and federal policy decisions.



5

YEARS OF
EXPERIENCE

Areas of Expertise

Disaster Recovery Planning
Project Management
Power BI
CDBG Consulting
Policy Development
Contract Management
Data Analytics

Grant Experience

Community Development Block
Grant-Disaster Recovery (CDBG-DR)
Housing & Community
Development Dept of CA

Education

CSU Chico, B.A., Communication
Studies, 2009

Lassen College, Associate of
Science Degree, 2002

EXPERIENCE SUMMARY

Mr. Pieper is a results-driven professional with a strong background in (CDBG-DR) disaster recovery and mitigation planning. He has a proven ability to assess and develop comprehensive action plans to address unmet needs. Mr. Pieper is committed to driving long-term resilience and managing policy creation.

RELEVANT EXPERIENCE**Project Manager, Disaster Recovery, Tetra Tech (2024-Present)**

- Supported Harris County, TX on a Mandatory Buy Back Project.
- Provided data analysis for Harris County disaster recovery team regarding flood related disasters.
- Contributed to debris removal program for Buncombe County, NC.
- Led team of on-the-ground navigators to foster community engagement with County Services.

Manager, Government Services — CDBG-DR, Horne (2020-2024)

- Led the administration and management of a \$167 million Community Development Block Grant-Disaster Recovery (CDBG-DR) program.
- Conducted an extensive needs assessment used to determine the priorities of fire-affected counties, focusing on housing, infrastructure, and economic development.
- Developed comprehensive Community Action Plans, ensuring compliance with federal regulations, and addressing the unmet recovery needs of Butte, Los Angeles, Shasta, Lake, and Ventura counties.
- Provided multiple types of in-depth program data analysis; descriptive, predictive, diagnostic, and prescriptive. Findings, reports, and feedback provided in spreadsheets, text summary, slideshows, dashboards and PowerBI visuals.
- Responsible for program collection, housing, and cleaning of data, internal (HORNE) and external (HCD – Housing & Community Development Dept of CA).
- Implemented program policies and team framework, including Team Member Training, Outreach Documents, Standard Operating Procedures for Case Management, data & reporting environment, and Application Workflow from Outreach to Award.
- Coordinated outreach and engaged local government entities and residents to gather input and ensure community involvement throughout the recovery process.

- Prepared and submitted daily, weekly, and quarterly reports for client and program partner review. Ensuring compliance with regulations and policies while adding client insight.
- Responsible for creating, remediating and updating program Policies and Procedures through multiple revisions.
- Wrote Standard Operating Procedures (SOPs) and Workflows for internal program use. This included working with multiple department personnel to determine task handoffs and role assignment.
- Led a team of Case Management Supervisors and Leads. Wrote job descriptions, annual and quarterly reviews, promotion and disciplinary recommendations, reviewed and approved timecards, and assigned tasks + action items.
- Reviewed Duplication of Benefits (DOB) and financial document information for irregularities. Providing quality assurance for HUD and state regulatory compliance

Market Research Manager, PowerSchool (2018-2020)

- Provided comprehensive reporting to Sales, Marketing, Product Management, and other cross-functional teams, offering insights on estimated competitive market shares, market sizing, and other key metrics.
- Conducted in-depth analysis of marketing and sales data to identify areas for optimization and develop actionable insights.
- Collaborated with PowerSchool Recruiting in university recruiting events, strategically identifying exceptional candidates for future roles at PowerSchool.
- Led project search and research efforts, proactively identifying and engaging potential new customers.
- Revamped company sales grading process, streamlining customer and prospect data management for enhanced effectiveness. CapDB Program effectively created a 14% sales lift in "A" & "B" accounts in the first implementation year.
- Utilized public record accounts to request FIOA information, gathering valuable intelligence for decision-making purposes.
- Maintained competitive intelligence information, including battlecards and loss interview analysis, to inform strategic planning and business development initiatives.

Sales Operations Manager, SX Platforms (2016-2018)

- Created all bid packages and responses to RFQ (Request for Qualifications) and RFP's (Request for Proposal) related to Fall Protection and Building Maintenance Units.
- Demonstrated expertise in RFP and RFQ writing, proposal development, and project management.
- Established and led a dedicated call center team for cold calling potential customers, expanding the company's customer base.
- Developed and drafted tailored proposals and bid documents based on customer specifications and project schedules.
- Analyzed marketing and sales data to identify areas for optimization and develop targeted strategies.
- Acted as administrator for Salesforce (SFCD) customer retention manager (CRM) program.
- Actively pursued sales leads and conducted thorough project search and research to engage new customers.
- Collaborated with the Software Development Department to create and optimize AdWords campaigns.
- Designed fall protection layouts compliant with ANSI and OSHA standards.

Account Manager & Sales Supervisor, Build.com (2012-2016)

Account Manager:

- Developed and executed strategic plans to drive sales team growth.
- Conducted outreach and sales to strategic partners, expanding business opportunities.
- Performed competitor analysis to identify new opportunities and product gaps.
- Acted as Project Manager for key accounts, coordinating purchases, scheduling, and logistics.
- Utilized software tools including Power BI, Salesforce, and Microsoft Office.
- Cultivated ongoing relationships with key PRO accounts to increase sales and brand execution.

Sales Supervisor:

- Conducted group interviews and hiring, ensuring the selection of high-quality candidates.
- Provided training in Salesforce CRM adoption and effective sales practices.
- Implemented a customer retention Rewards Program to enhance loyalty and drive sales.
- Developed operational strategies through assessments, performance reviews, and cost/benefit analyses.
- Collaborated with cross-functional departments to improve business practices.



16+YEARS OF
EXPERIENCE**3,600**INFRASTRUCTURE
PROJECTS**15K**HOUSING
CONSTRUCTION
PROJECTS***Areas of Expertise***

Organizational Development

Training and Best Practices

Contract Management

Construction Management

Project Management

Process Improvement

IT Solutions

Implementation

Legal Expertise

Policy Development

Compliance and Auditing

EducationThe University of Texas School
of Law, Doctor of Jurisprudence,
2004St. Edwards University, Master
of Business Administration,
2000The University of Texas College
of Engineering, Bachelor of
Science in Mechanical**EXPERIENCE SUMMARY**

Mr. Jorge Ramirez has 13 direct years of experience in federally funded housing projects, and 29 years of project management experience. **Jorge has an incomparable blend of subject matter and management experience, having supported several programs, as well as program- and executive-level support of the nation's largest CDBG programs. As a result, Jorge not only understands the HUD guidelines governing the scope of work, but also has direct, on-the-ground experience developing and implementing programs.**

Jorge has a diverse cross-functional background in construction, project management, government, energy, property management, enterprise IT systems, change management, and law. He is accomplished in the positive transformation of programs that have complex organizational and procedural issues.

Taking a key role in turning the Texas Coastal Resiliency and Disaster Recovery Program into a model for the country, Jorge was a part of rebuilding 15,000 housing construction projects and 3,600 infrastructure projects stemming from Hurricane Ike in 62 counties. He also reduced the budget and energy consumption for the Texas Facilities and Energy Management Division, while managing the Texas Capitol Complex. Most recently working as a Program Manager for the Puerto Rico R3 Program, he has an extensive history as Program Manager and key advisor on multiple disaster recovery programs, including Texas, New York City, Louisiana, New Jersey, and Puerto Rico.

RELEVANT EXPERIENCE

Principal (February 2022-Present)**RSG | Various Clients**

Reestablished RSG as a Puerto Rican company. Small business owner that provides disaster recovery consulting services in the areas of CDBG expertise, construction, project management and databases.

- Tetra Tech – Maitland, Florida (February 2022-Present): Working with Tetra Tech exclusively. Providing subject matter expert consultation services and assisting with business development and solicitation responses.
- R3, BRR, SFMIT CDBR DR/SFMIT Housing Program – San Juan, Puerto Rico (December 2022 - Present): Program Manager for the second phase of the R3, BRR, SFMIT Housing Program, as well as the Earthquake Program.

Managing over 5,000 applications, including outreach, intake, eligibility, property assessments, grant agreements, inspections, safety, construction monitoring, and closeout.

Program Manager (June 2019-February 2022)

DSW | Puerto Rico

Upstarting and managing the Puerto Rico CDBG program for DSW. Procuring and managing over 50 subcontractors. Creating construction process flows with all stakeholders to make the process more efficient. Managing and updating the database and workflows to manage the construction more effectively. Other responsibilities include permitting, customer service, warranties, scoping and design.

Principal (October 2015-May 2019)

RSG | Various Clients

Small business owner that provided disaster recovery consulting services in the areas of CDBG expertise, construction, project management and databases. Worked with several state and local governments to improve programs, augment staff, and provide guidance, including:

- New Jersey Recovery Program - Long Branch, New Jersey (December 2017 - June 2019): Worked with the Restore New Jersey State Director and staff to assist with the project completion of the last 1800 homes in the program. This included the construction management and close out of the hardest homes to close in the program. The project included the development and implementation of a supplemental funding program created by the Governor of New Jersey.
- Louisiana Recovery Program - Baton Rouge, Louisiana (June 2017 - December 2017): Worked with the Restore Louisiana State Director and staff to assist with process improvement and streamlining of the nearly \$2 billion Recovery program. This included the creation of the damage assessments, risk assessments, and construction processes of all homes across the program. Created and coordinated the initial process to kick start the program.
- New York City Recovery Program - New York, New York (August 2015 - May 2017): Worked with Housing Recovery Office (HRO) executive management and staff to assist with the process improvement and streamlining of the \$1.7 billion Recovery program. This included the assessment, improvement and implementation of the processes and standards across a wide and diverse program. Key focus on coordination of construction management between the in-house management team and its vendors.

Senior Director (July 2011-July 2015)

Texas General Land Office | Coastal Resiliency and Disaster Recovery Program

Successfully transitioned a \$3.1 billion disaster recovery program from two state agencies to the General Land Office. The Governor tasked the General Land Office to take over the program, to make significant and necessary improvements in the pace and quality of the program. Implemented policy and cultural changes, as well as process improvements and evolved the program into a model for the country in less than 3 years.

- Consolidated and developed standard operating procedures and policies
- Founded a multi-state forum for disaster recovery programs
- Developed an enterprise system in under three years from 14 separate databases
- Developed a balanced approach of in-house and outsourced resources

EMPLOYMENT HISTORY

- Deputy Executive Director – Texas Facilities Commission - Austin, Texas
- Attorney – Texas General Land Office - Austin, Texas
- Attorney – Clark, Thomas & Winters, PC - Austin, Texas
- Manufacturing Engineer – Applied Materials - Austin, Texas
- Design Engineer – Delphi Packard Electric Systems - El Paso, Texas



16 YEARS OF
EXPERIENCE

9 DISASTERS

Areas of Expertise

Community Development Programs

CDBG and CDBG-DR Compliance

Policy and Regulation Analysis and Interpretation

Housing, Infrastructure and Economic Development

Project Management

HUD Oversight

Programmatic & Fiscal Monitoring

Program Operations and Administration

Grant Experience

CDBG-DR

CDBG-MIT

SHIP

Home

NSP

Key Training/Certifications

Project Management Professional (PMP) Candidate

Certified Administrator, Integrated Disbursement and Information System (IDIS)

Certified Administrator, Disaster Recovery Grant Reporting System (DRGR)

Education

M.B.A Candidate, Nova S.E. University, Davie, FL

B.S, Legal Studies, Nova S.E. University, Davie, FL 2006

EXPERIENCE SUMMARY

Ms. Marilyn Reeves-Saulsberry, PMP, is a seasoned Disaster Recovery Compliance and Monitoring Specialist responsible for supporting CDBG-DR Program compliance. With over 15 years' experience, she has been responsible for creating and overseeing the implementation of operational and programmatic policies and procedures for local, state, and federal governments, ensuring all applicable policy and regulations are adhered to. This includes technical assistance and monitoring across a wide range of program staff, subrecipients, grantees, and vendors to ensure ongoing compliance during standup, implementation, and closeout of projects and programs. In addition, Marilyn specializes in federal labor standards, including Davis Bacon, Section 3, Environmental Review and Equal Opportunity and Fair Housing. As a subject matter expert, she has provided over 1,500 hours of training on topics including Entitlement and Subrecipient Monitoring and Compliance, Disaster Procurement, Duplication of Benefits and URA Compliance.

RELEVANT EXPERIENCE

Project Manager (June 2021 – Present)

Tetra Tech, Inc.

- Leads the City of Marathon VHBP
- Serves as a Compliance Subject Matter Expert (SME) for the Puerto Rico Department of Housing projects
- Manage the implementation of buyout programs monitoring and compliance
- Development of CDBG-DR Action Plans, Consolidated plans and policies and procedures
- Provide expert technical assistance on CDBG-DR requirements and regulations
- Support rehabilitation, elevation, infrastructure, and economic development programs
- Work with clients to prepare all compliance reports required by the CDBG-DR programs
- Communicate with senior leadership staff from clients including elected officials
- Attend client's internal staff meetings
- Interface with the public on behalf of clients
- Attend meetings with HUD and/or State officials
- Identify and resolve conflicts with the program

- Provide support for the use of HUD's DRGR system
- Manage Tetra Tech staff assigned to projects and staff assigned by the client
- Assist with hiring incoming staff to the project
- Complete proposals and task orders, as necessary
- Manage live budget models to confirm project status and provide updates to senior management

Project Manager (July 2018 – June 2021)

IEM – Florida Department of Commerce -FloridaCommerce (Formerly, Florida Dept. of Economic Development - DEO)

- Provided comprehensive administrative services necessary to facilitate activities for the disaster relief, recovery, restoration, and economic revitalization in areas affected by hurricanes under the Federally funded CDBG-DR Program
- Assisted DEO in fulfilling State and Federal CDBG-DR statutory responsibilities including, but not limited to, performing grant administration services for non-housing and/or housing projects
- Provided subject matter expertise in CDBG-DR and all HUD requirements
- Provided subject matter expertise with the competitive application cycle for housing, infrastructure, and economic development projects
- Provided assessment of the capabilities of prospective subrecipients, prior to distribution of CDBG-DR funds, to ensure their ability to meet national objectives
- Provided subject matter expertise in Davis-Bacon Act requirements for any construction or engineering related project
- Created and followed processes to identify specific, logical connections to a national objective for each activity, including verifying the eligibility of proposed activities as well as evaluating a prospective subrecipient's overall organizational capacity
- Assisted in preparing, completing, and submitting required HUD forms for environmental review and provided all documentation to support environmental findings
- Assisted in consulting with oversight and regulatory agencies to facilitate environmental clearance
- Performed or contracted special studies, additional assessments, or permitting to secure environmental clearance
- Evaluated prospective subrecipient's ability to demonstrate that it has all necessary systems, guidance and policies and procedures
- Assessed the prospective subrecipient's ability to effectively manage funds, ensure timely expenditure of funds and ensure timely communication of application status to applicants

Community Development Manager (2013 – 2019)

Community Redevelopment Associates of Florida, INC. (CRA)

- Established partnership with client and worked effectively as part of a team providing expert services to CDBG-DR related recovery effort
- Provided CDBG-DR advisory and consulting services to client through one-on-one conversations and written products
- Conducted training and technical assistance in the field of housing, economic development, and/or community development
- Assisted in the implementation of CDBG-DR funded programs including refining program procedures and processes

- Led management and monitoring of subrecipients of disaster funding in the state of Florida
- Created CDBG-DR program policies and procedures and recommended methods to improve project design, implementation, management, and monitoring
- Assisted client in setting up systems and interpreting and applying the CDBG-DR regulations within the context of these systems
- Provided program oversight and expert technical assistance on recovery planning and community development-related policies, principles, and procedures
- Created CDBG-DR Action Plans, including Unmet Needs Analysis

**34+**YEARS OF
EXPERIENCE**14+**YEARS OF
EXPERIENCE WITH
FEDERALLY FUNDED
PROJECTS***Areas of Expertise***

- Program/Project Management
- Infrastructure Disaster Response & Recovery
- Regulatory Compliance
- Data Analytics
- HUD CDBG-DR and CDBG-MIT
- FEMA Public Assistance
- Scheduling Monitoring and Controls
- Operations Management
- Construction Management
- Cost Estimating

Trainings/Certifications

- PMP® #2213888 - Project Management Institute (PMI)
- Member ID #5376964

Attorney at Law (PR), RUA #15937

OSHA 30 Hour Construction Industry

Education

Interamerican University of Puerto Rico School of Law, JD (2005)

University of Puerto Rico Piedras, BA Accounting (1994)

EXPERIENCE SUMMARY

Mr. Roig has over **34 years of extensive experience as project/program manager and cost estimator**. Mr. Roig's experience comes from a wide variety of projects, including Disaster Recovery, Infrastructure, Institutional, Public and Private Housing, and Low-Income Community projects. Mr. Roig has extensive experience in Program/Project Management, Cost Estimating, providing damage assessments, identifying mitigation solutions, and overall understanding of infrastructure, institutional and public housing projects. His experience includes **more than 14 years with federally funded programs/projects**.

RELEVANT EXPERIENCE**Deputy Program Manager (January 2023-present)****PR Department of Housing | R3/BRR/SF-MIT CDBG Program**

Mr. Roig managed technical program and staffing for the PRDOH R3/BRR/SF-MIT Program and consistently work with the Program Manager to implement and ensure the optimum program management services, case management of the assigned applications, and contract management to ensure the most effective progress of R3/BRR/SF-MIT programs sponsored construction activities.

Senior Program Manager (June 2021 – Present)**Puerto Rico Department of Housing (PRDOH) | R3 Puerto Rico CDBG Program – Environmental Services**

Mr. Roig managed technical program and staffing for the HUD-mandated environmental reviews (Tier II Site Specific Reviews), Damage Assessment Inspection/Cost Estimate, Section 106 and 110(k) of the National Historic Policy Act, and Asbestos Inspection program in accordance with 24 CFR Part 58 and the current Puerto Rico PRDOH R3 Program Environmental Review (Tier II) Procedures for an estimated 60,000 hurricane and flood damaged properties as a result of Hurricanes Irma and Maria in 2017.

Project Manager (April 2021-October 2021)**Broward County Emergency Rental Assistance Program and Texas Rental Relief Program**

Managed managed technical program and staffing that reviewed eligibility and approved applications for rental assistance. Advised for policy formulation in accordance with U.S. Treasury program updates. Our staff reviewed, QA/QC'd and approved applications for emergency rental

assistance for both tenants and property owners. Processed over 100,000 ERA applications. Approved 76,000 applications for assistance. Over \$412,000,000 in assistance approved.

Cost Estimating Lead and Public Assistance Subject Matter Expert (July 2018-April 2021)

COR3 Puerto Rico | Public Assistance for DR-4336-PR and DR-4339-PR

Mr. Roig managed technical program and staffing to produce scope of work documents, cost estimates and review damage assessment reports as well as provided costing expertise support to the rest of the technical team and client. Additionally, Mr. Roig conducted periodic meetings to coordinate SOPs with team and provide training on workflow and new processes. Also, Mr. Roig collaborated with FEMA and the Recipient in the development and approval of cost estimating methodologies, in addition to contribute actively to the development of the data systems used to manage the client's disaster recovery efforts and the development of training programs. Over \$19 Billion in Public Assistance obligated by FEMA.

ADDITIONAL EXPERIENCE

General Manager and Senior Project and Construction Manager (2003-2018)

Rafael Roig y Asociados | San Juan, PR

Managed technical program and staffing to oversee all aspects of multiple, ongoing construction projects while supervising all aspects of the company's administration. The projects managed include Institutional, Public Housing, Commercial, Industrial and Infrastructure totaling over \$200 million, with projects ranging from \$10k to \$20M, serving both the public and private sectors and including federally funded public housing projects. Mr. Roig led the client relationship with respect to monitoring, evaluation, and reporting, also including the management of two major programs of Infrastructure, the Community Development Directorate and the Urban Development Directorate which are part of the PR DoTPW. During 2003-2008, Mr. Roig was Project Manager/Coordinator as part of the Owner's Representative team for several federally funded housing projects.

Principal in charge of Operations and Administration (1999-2002)

Panamerican Builders Inc | San Juan, PR

Managed the organization to oversee all aspects of multiple, ongoing construction projects while supervising all aspects of the company's administration. Mr. Roig's Operations Manager role included managing contracts in all phases, from pre-award to project completion; including the preparation of cost estimates and quantities take-off and bid packages, contract execution and close out.

Duties also included, managing procurement and sourcing manpower for all projects and supervising all aspects of subcontractors' responsibilities and own personnel including interviewing, hiring, training, and scheduling of up to 125 employees, while ensuring quality assurance and compliance to all safety, environmental standards, and government regulations.

Project Manager (1997-1999)

Sierra Cardona Ferrer | San Juan, PR

Simultaneously managed multiple projects administration in one of the top A/E firms in Puerto Rico which provides professional services for private developers and federal, state, and municipal government agencies, duties included:

- Takeoff preparation and cost estimating; budgeting; evaluation; and overall project management
- Prepare and maintain project schedules, including the coordination between in-house personnel and consultants
- Evaluation of proposals from consultants and assist in contract negotiation with owner's and consultants
- Monitor and Control project costs and billings to clients and follow up on collections
- Prepare proposals to prospective clients and assist in the preparation and evaluation of RFQ's, RFP's and/or bid packages

Project Manager (1996-1997)**Edificadora SE | San Juan, PR**

Oversaw and managed private residential projects in all phases, from pre-award to project completion; ranging from \$5M to \$11M, including the preparation of cost estimates and quantities take-off and bid packages. Also, prepared, followed up and reviewed the project schedules, submittals and projects close out. Managed procurement and sourcing manpower for all projects and supervising all aspects of subcontractors' responsibilities and own personnel including interviewing, hiring, training, and scheduling of up to 125 employees, while ensuring quality assurance and compliance to all safety, environmental standards, and government regulations.

Operations and Administration Manager (1993-1996)**Builders & Designers SE | San Juan, PR**

Managed the organization to oversee all aspects of multiple, ongoing construction projects while supervising all aspects of the company's administration. Mr. Roig's Operations Manager role included managing contracts in all phases, from pre-award to project completion; including the preparation of cost estimates and quantities take-off and bid packages, contract execution and close out. This also included, managing procurement and sourcing manpower for all projects, and supervising all aspects of subcontractors' responsibilities and own personnel including interviewing, hiring, training, and scheduling of up to 140 employees, while ensuring quality assurance and compliance to all safety, environmental standards, and government regulations.

Assistant Comptroller (1989-1993)**GRG Engineering SE | San Juan, PR**

Supervised the accounts payable and receivables departments and assisted the comptroller in the supervision of the payroll and purchasing departments and other general accounting matters, including contract administration, establishing controls and systems for compliance with contract terms and conditions. Also, provided support to the cost estimating department in preparing cost estimates and cost to complete analysis, cost analysis and establishment of cost control systems. During this period, the company had several contracts that were funded by the federal government (HUD and US Navy) for which duties included preparing the certificates for payment, verification and submittal of certified payrolls and other contract and regulatory related documentation.



9YEARS OF
EXPERIENCE

Areas of Expertise

CDBG and CDBG-DR Regulations

CDBG Housing Activities

Data Management

Document Management

Eligibility Review

FEMA Direct Housing

Policy Interpretation

Procedure Development

Process Improvement

Program Operations &
Administration

Program Management

Reporting

Technical Assistance

Training and Development

Federal Grant Program Experience

IA Direct Housing

Homeowner Reimbursement
Programs

Homeowner Assistance Programs

Mandatory Buyout Program

Voluntary Home Buyout Programs

Key Training/Certifications

Various State and Federal trainings

Education

Texas A&M University, Bachelor of
Science in Chemistry, 2014

EXPERIENCE SUMMARY

Ms. Sarah Roque Parker has managed multiple HUD grants where she specializes in program oversight, process improvement, data management, and large-scale data analytics. Sarah is a key leader in the development and implementation of process and production management tools and utilizes available data to generate reports for business needs, reach program goals, and increase efficiency across various teams.

In her current role as HUD Deputy Practice Manager for Tetra Tech, Sarah provides guidance to teams on the management of CDBG-DR and CDBG-MIT programs to ensure constituents recovering from disasters are served in the most impactful ways. She has provided policy review, subject matter expertise, key reporting metrics to the client, and streamlined processes.

Sarah has assisted in the oversight and implementation of disaster recovery programs with expertise in the rehabilitation and reconstruction of homes affected by Hurricane Harvey in the City of Houston (\$424.6 million) and Harris County (\$286.3 million) with a primary focus on low-to-moderate income households. Prior to her CDBG-DR work, Sarah was deployed on the Hurricane Harvey Direct Housing mission alongside the Texas General Land Office (GLO) in the first state-run Individual Assistance (IA) Direct Housing program, where she assisted in housing approximately 3,500 Texas families, created internal tracking and production management reporting processes, and ensured program compliance under the current federal housing guidelines of FEMA. Her knowledge of CDBG-DR funding and proven experience leading similar programs makes her the ideal candidate to lead this contract.

RELEVANT EXPERIENCE

Deputy Practice Manager (June 2022 – Present)

Multiple Clients | Austin, TX

As the HUD practice deputy for Tetra Tech Disaster Recovery, Sarah guides her teams and provides subject matter expertise to government clients implementing federal grant programs. She currently works with CDBG-DR and CDBG-MIT projects. Her duties include researching and providing guidance on policies and procedures, communicating regularly with clients, developing standardized process flows, and implementing controls to ensure project efficiency.

In her role as Deputy Practice Manager, Sarah leads project management teams in the implementation of CDBG-DR and CDBG-MIT programs, reviews policy, and aids in the development of procedures and process improvements. Sarah ensures HUD compliance is met while managing client satisfaction. Since June 2022, she has provided guidance and led staff across 21 different projects, through various program stages.

Harris County, Texas | CDBG-DR Housing Program Management

Supports a team implementing the \$200M+ buyout and acquisition program which moves residents from flood-prone properties to safer areas following applicable URA and HUD regulations and procedures.

Virgin Islands Housing Finance Authority | CDBG-MIT Application Development

Assisted the Virgin Islands Housing Finance Authority with development of their CDBG-MIT Application Portal for their \$777 million CDBG-MIT allocation from HUD.

Virgin Islands Housing Finance Authority | CDBG-DR Electrical Grid Action Plan

Assisted the Virgin Islands Housing Finance Authority with developing programs and projects in for their \$64 million CDBG-DR allocation from HUD.

Metropolitan Development & Housing Authority | CDBG-DR/MIT Housing Action Plan

Finalized the Metropolitan Development & Housing Authority Action Plan for their \$10 million CDBG-DR/MIT allocation from HUD.

Grants Manager (October 2019 – June 2022)

GrantWorks, Inc.

Sarah led a team of grant managers who supported the GLO in overseeing state-managed single-family housing programs administered in Harris County and the City of Houston, where she monitored team tasks and performance to ensure continuous process improvements and provided a structured change management approach. As Grants Manager, Sarah developed and enhanced program related policies, guidelines, and SOPs for the State Managed Homeowners' Assistance Program. She developed and provided data analysis and reports for public, state, and federal officials to ensure progress in the program was adequately captured and needs of standardized reports were met for Quarterly Progress Reports (QPR) and Legislative Budget Board (LBB) reports. Mr. Roque interfaced directly with the client and stakeholders to anticipate business demands to realign operational priorities; conducted technical assistance trainings to clients, vendors, and direct reports; updated and maintained program budgets to monitor program benchmarks and ensure timely spend down of funds; and provided support for multiple successful monitoring and audit reviews.

Program Manager (March 2018 – October 2019)

HORNE, LLP

Sarah worked on the Texas GLO's FEMA IA Direct Housing Program, providing oversight for the temporary housing programs for individuals most severely impacted by Hurricane Harvey. In this role, she understood the intricacies of temporary housing requirement set forth in housing programs. Sarah's duties included the oversight of 20,000+ reports from across the state of Texas regarding an applicant's housing plan and ultimate transition plan for long-term permanent housing. While interfacing directly with the Texas GLO, Sarah managed large amounts of data and created compelling data visualizations to easily display trends and outliers and deliver real-time KPIs to clients and stakeholders. By utilizing project requirements, she reduced process gaps and was able to anticipate business intelligence needs of internal operations. She mentored her team on protocol and best practices while dealing with PII and correspondence with COGs, and trained and oversaw a team in QC review, program implementation, database management, and data quality procedures.

Program Manager (June 2014 – March 2018)
Texas Commission on Environmental Quality

- Ingested, evaluated, and validated real-time, continuous ambient air monitoring data for 25+ unique parameters, averaging a minimum of 100,000+ data points per day for 300+ continuous sampling channels across Texas
- Developed, improved, and maintained data extraction techniques and data comparisons with the use of SQL, statistics, and Excel for database maintenance, data requests, and annual data quality certification
- Trained and oversaw new staff in validation, data quality procedures, and database management
- Maintained current training curriculum for all continuous air monitoring validators in the agency and staff members from local programs outside the agency
- Reviewed and updated standard operating procedures, quality assurance project plans, data quality objectives, and other technical documents
- Conducted oversight review of validated CAMS data and communicated any findings to the validating organization

**4+**YEARS OF
EXPERIENCE**3**GRANT
FUNDING**Areas of Expertise**

Project Coordination
Internal Quality Review
Team Leadership & Mentorship
Training & Job-Aids Development
Budgeting & Cost Analysis
Award Determinations
RFIs & Client Correspondence
CDBG-DR & GLO Compliance
Microsoft Excel, SharePoint,
RecoveryTrac

Grant Experience

CDBG-DR (Hurricane Harvey Mandatory
Buyout Program)
Iowa Child Care Stabilization &
Recruitment/Retention Bonus Program
Emergency Rental Assistance Program
(ERAP)

Key Training/Certifications

FEMA-IS-230.e Fundamentals of
Emergency Management Certificate
FEMA-IS-403.a Introduction to Individual
Assistance (IA) Certificate
FEMA-IS-100.c Introduction to Incident
Command System, ICS-100 Certificate

Education

University of Central Florida, 2012

EXPERIENCE SUMMARY

Ms. Rowe is a highly meticulous and collaborative operations professional with over four years of progressive experience at Tetra Tech, where she has played a pivotal role in the coordination, oversight, and execution of federally funded programs. Her expertise encompasses a broad spectrum of operational functions, including the administration of complex grant programs such as Community Development Block Grant–Disaster Recovery (CDBG-DR), Emergency Rental Assistance Program (ERAP), and Child Care Stabilization initiatives.

She has consistently demonstrated a strong track record of success in conducting detailed quality assurance reviews, managing high-volume reimbursement draw processes with precision, and implementing strategic process enhancements to improve program efficiency and effectiveness. Ms. Rowe is also highly skilled in workforce development, having trained and mentored cross-functional teams, authored comprehensive standard operating procedures (SOPs) and job aids, and fostered a culture of compliance and accountability aligned with federal and state regulatory frameworks.

Her ability to maintain accuracy under pressure, streamline operations in fast-paced environments, and deliver measurable results has earned her recognition as a dependable and results-driven professional. Ms. Rowe's contributions have significantly advanced program integrity, operational excellence, and stakeholder satisfaction across multiple high-impact initiatives.

Chelsea Rowe was selected for this project based on her proven track record processing high-volume reimbursement draws, having prepared over 240 URA draws totaling more than \$44 million. During her 4+ years at Tetra Tech, she has built strong CDBG-DR and ERAP compliance knowledge, advanced data analysis skills in Excel/RecoveryTrac, and created training materials that improve team efficiency and consistency.

RELEVANT EXPERIENCE**Draw Specialist (September 2023 – Present)**

Harris County | Harris County Mandatory Buyout Program (CDBG-DR)

- Supported the relocation reimbursement draw process for Hurricane Harvey recovery efforts, ensuring full compliance with Community Development Block Grant–Disaster Recovery (CDBG-DR) guidelines and Texas General Land Office (GLO) regulatory requirements.

- Promoted to the role of internal reviewer and peer coach, with responsibilities including case assignment, delivery of subject-matter expertise, and mentoring of colleagues to enhance consistency, accuracy, and overall team performance.
- Developed detailed award-determination spreadsheets that itemized both hard and soft costs for over 240 Uniform Relocation Act (URA) reimbursement draws, resulting in successful processing of more than \$44 million in total reimbursements.
- Drafted and responded to Requests for Information (RFIs) from the Texas GLO, collaborating closely with county officials and finance teams to resolve inquiries and ensure timely and accurate communication.
- Facilitated internal training sessions and authored standardized job aids, contributing to the alignment and consistency of procedures across nine cross-trained operational processes.
- Maintained comprehensive documentation and records using platforms such as Microsoft Excel, SharePoint, and RecoveryTrac, consistently meeting tight deadlines and ensuring data integrity.
- Recognized for excellence in organizational management, collaborative leadership, and a solutions-oriented approach, fostering a high-performing team environment and driving continuous improvement.

Budgeteer and Quality Control Reviewer (January 2022 – August 2023)

Iowa Department of Human Services | Iowa Child Care Stabilization & Recruitment/Retention Bonus Program

- Reviewed applicant submissions and financial documentation in alignment with established Standard Operating Procedures (SOPs), ensuring accuracy, completeness, and full compliance with program guidelines and regulatory requirements.
- Provided clear guidance and constructive feedback to both applicants and team members, contributing to a reduction in rework and a measurable improvement in the overall quality and consistency of application processing.
- Delivered targeted training to colleagues on eligibility analysis methodologies, while also proposing and implementing procedural enhancements aimed at increasing operational efficiency and improving client satisfaction.

Sr. ERAP Quality Control Reviewer (April 2021 – December 2021)

State of Texas | Emergency Rental Assistance Program (ERAP)

- Supervised and trained a dynamic team of 18 to 40 application reviewers, overseeing the successful processing of more than 76,000 applications and facilitating the disbursement of approximately \$412 million in program funds. Ensured team alignment with performance benchmarks and program objectives.
- Conducted comprehensive quality assurance reviews and approved funding determinations, maintaining strict adherence to federal regulations and client-specific policies to uphold program integrity and accountability.
- Authored and implemented Standard Operating Procedures (SOPs) and led virtual training sessions on policy updates, resulting in increased operational productivity, improved procedural consistency, and enhanced employee retention.
- Managed the full lifecycle of recruitment and onboarding for new hires, including conducting interviews, facilitating orientation, and providing ongoing mentorship to ensure readiness and alignment with program milestones and compliance standards.



10YEARS OF
EXPERIENCE

Areas of Expertise

FEMA Public Assistance Guidelines and Compliance
Public Assistance Appeals
Disaster Cost Recovery
Policy Development
Risk Management
Financial Reporting

Education

University of North Dakota, Master of Business Administration (May 2011)

University of North Dakota School of Law, Juris Doctor, with distinction (May 2011)

Minnesota State University Moorhead, Bachelor of Arts in Economics (May 2005)

EXPERIENCE SUMMARY

Ms. Meridith Sanders is a financial recovery and management professional with a wide range of experience throughout her 10-year career. She evaluates existing contracts for FEMA Public Assistance 2 CFR 200 compliance and advises accordingly to reduce the risk of deobligation. Ms. Sanders successfully advocates for clients, through the draft and submission of both first and second appeals. She monitors new guidance related to disaster cost recovery and disseminates guidance to clients. She also conducts applicant timesheet reviews and the creation of force account labor, material, and equipment summaries. Most recently, she assisted clients from Miami to Anchorage with completing FEMA Public Assistance (PA) Project Worksheets for categories A-G in response to hurricanes, earthquakes, and COVID-19. Ms. Sanders has a background in business management, with experience in process management, finance, and risk management.

RELEVANT EXPERIENCE

Program Delivery Manager (March 2020-Present)

Harris County, TX

Harris County engaged Tetra Tech in March 2020 to assist in responding to the COVID-19 pandemic. Ms. Sanders worked closely with the Public Health, Budget Management, Community Services, and Engineering Departments to establish multiple sheltering operations and alternate care sites. She wrote and submitted an expedited project worksheet to ensure the County received immediate funding to address the developing and continuing response effort. Ms. Sanders reviews all emergency purchases for compliance with federal requirements and makes recommendations for the most appropriate funding source based on the nature and method of each activity

Program Delivery Manager (April 2019-Present)

Port of Corpus Christi, TX

Evaluate existing contracts for FEMA Public Assistance 2 CFR 200 compliance and draft addendums to reduce risk of deobligation. Assisted client in future event planning including operating procedures, best practices, and policy development. Develop roadmap to expedite and streamline recovery by meeting with client and FEMA, assessing damage inventory and Grants Portal status. Compliance review of future contracts and procurements to minimize risk of future deobligation. Applicant timesheet review and creation of force account labor, material, and

equipment summaries. Small project certification packet creation. Create project worksheets for management and administrative costs. Project closeout.

Financial Analyst (December 2015—April 2019)

City of Houston, TX

Managed Hurricane Harvey recovery efforts for multiple City of Houston departments as the liaison to the Finance Department. Coordinated communication between FEMA, external consultants and City of Houston departments. Ensured department activities complied with FEMA disaster cost recovery guidelines established under 2 CFR 200 and other sources. Planned and executed city-wide training for topics such as Disaster Cost Recovery Procurement. Developed training manuals and PowerPoint presentations. Drafted and reviewed policies and procedures for compliance with local and federal requirements. Created, monitored, and analyzed specialized reports. Assisted in the development, implementation and monitoring of policies and procedures as part of City Enterprise Risk Assessment Project.

Consultant (June 2013—December 2015)

Morgan Garris Houston, TX

- Reviewed client financial processes and procedures to ensure compliance with statutory regulations and requirements. Performed compliance testing and consulting. Facilitated open and direct discussions about risk and
- control environments with clients to identify key risks. Performed risk and control assessments. Other duties included: Client relationship management, Business management consulting including process management and
- financial management, Review of statutory changes, Composing executive summaries of pertinent legal changes, Development of marketing materials, Business development.

Financial Analyst - ITNA Budget and Portfolio (November 2012—June 2013)

Marathon Oil (Insight Global) Houston, TX

- Financial reporting and forecasting. Reconciling budgets for previous years. Assigning costs to appropriate cost centers. Strategic planning and budgeting. Financial project management. Creating PowerPoint and Excel
- documents for C-Level audience. Software Asset Management, compliance and software procurement. Reviewing invoices to determine spending patterns and reduce costs. Using SAP FI to gather financial data and reporting. Budget coordination for multiple asset teams.

Client Relations Associate (August 2011—March 2012)

Alliantgroup Houston, TX

- Managed client relations and led project management for multiple service line teams at specialty tax consulting firm. Directly managed 16 individuals on 4 separate teams. Coached team members on project performance, professionalism, and communication techniques focusing on phone and email communication.
- Developed project plans for 300 simultaneous projects to comply with client expectations. Ensured compliance with Statute of Limitations resulting in no missed statutory deadlines. Fostered relationships with clients and CPA firms. Provided employee coaching and team mediation to develop professionalism. Resolved client issues regarding deadlines, expectations, and billing concerns. Created new business opportunities through phone calls to existing clients.

- Traveled to client locations to ensure client expectations were met regarding work product, professionalism, and billing.

Vice President of Finance (February 2010—August 2011)**Dakota Venture Group Grand Forks, ND**

Managed finances for university-based angel capital fund. Created and executed operating budget for \$400,000 investment fund. Negotiated terms of investments. Led due diligence report team and conducted legal, market, and industry research. Managed existing portfolio investments. Developed exit plan for existing investment. Invested in start-up organizations. Created and revised legal and business documents for a new angel investment fund. Acted as co-coordinator and event planner for fundraising campaign to create a new multi-million-dollar angel fund. Advised local small businesses and start-ups on elevator pitches, operation and obtaining capital for growth.

Law Clerk (April 2010—May 2011)**Schuettzle Law Firm Grand Forks, ND**

Provided clerking and administrative assistance for a small business-oriented law firm. Conducted legal research, specifically, for trial and litigation case preparation. Drafted documents necessary for new business start-ups. Interviewed clients. Researched and analyzed law sources to prepare drafts of briefs or arguments for review, approval, and use by attorney. Searched for and studied legal documents to investigate facts and law of cases to determine causes of action. Performed legal analysis.



18YEARS OF
EXPERIENCE**Areas of Expertise**

Grant Project Beneficiary Documentation
Project Scope Determinations
Grant Writing
Government Coordination
Project Administration
Deadline Management

Education

Texas A&M University, B.S.,
Journalism

EXPERIENCE SUMMARY

Ms. Michelle Sims is a seasoned project manager and grant specialist with extensive experience in HUD grant administration and community development. Michelle has managed a range of grant projects, exceeding \$5 million in CDBG funding, and demonstrated expertise in beneficiary documentation, client liaison, and coordination with government agencies. Michelle has supported grant program documentation for 600+ projects and written 60 grants to support city planning for rural communities. Michelle's proficiency in managing complex calculations, conducting public hearings, and ensuring compliance with government regulations has been instrumental in the successful execution of project similar to the proposed work for Orange County.

RELEVANT EXPERIENCE**Project Manager**

Tetra Tech, Inc. (April 2024 – Present)

- Monitor CDBG-DR grant management across multiple complex projects
- Prepare and maintain project work plans, schedules, and cost estimates
- Examine project executions to ensure all objectives are met
- Provide leadership and oversight on project activities from startup to closeout
- Ensure timely invoicing, A/R tracking, and compliance reporting
- Build relationships to ensure high-quality service

Beneficiary Services Director/Grant Writer/Project Manager

GrantWorks, Inc. (GW), Austin, TX (October 2018 – April 2024; March 2006 – August 2009)

- Subject Matter Expert (SME) on grant beneficiary documentation across 600+ CDBG, CDBG-DR, and CDBG-MIT projects
- Managed complex beneficiary reporting for CDBG and HUD-based programs
- Client liaison for identifying project needs in low-to-moderate income (LMI) communities
- Coordinated income survey requirements with elected officials and survey staff
- Ensured continuity across all components of beneficiary reports
- Implemented Texas Community Development Block Grant (TxCDBG) projects exceeding \$5 Million

- Wrote 60 grants for comprehensive city planning studies in rural communities
- Collaborated with local government officials, engineers, and funding agencies
- Managed RFP/RFQ process for project administration and engineering services
- Compiled environmental assessments for state and federal agencies
- Managed financial and technical project elements to meet thresholds
- Prepared project, budget, and compliance reports for local elected officials
- Conducted public hearings at every level of project implementation

Administrative Manager/Sr. Program Coordinator/Program Specialist

The University of Texas at Austin – Institute for Public School Initiatives (IPSI), Austin, TX (February 2010

– September 2018)

- Created and managed dozens of grant budgets in support of public education initiatives
- Planned and coordinated events and professional development trainings for up to 1,500 educators
- Prepared grant applications and contract amendments as project scopes changed
- Monitored business contracts and sub-awards associated with grant projects
- Interdepartmental coordination to ensure compliance
- Reviewed, approved, and reconciled all project transactions
- Prepared and submitted expenditure reports to funders
- Managed time and effort planning and reporting for 30+ employees across 20 projects
- Supervised administrative staff and met regularly to ensure programmatic needs were achieved
- Provided high-level support to Executive Director and Directors

Temporary Office Manager

Coast to Coast Mortgage Lending, Austin, TX (September 2005 – March 2006)

- Hired to organize small business office and relocate mortgage files
- Prepared daily billing batches
- Mortgage document review, as needed

Satellite Office Manager

DeRosa Physical Therapy, Flagstaff, AZ (June 2004 – June 2005)

- Managed daily operations of small medical office
- Posted patient and insurance payments into database
- Resolved insurance billing and accounts receivable issues
- Reconciled daily payments, prepared daily financial reports
- Trained new A/R staff on payment posting and billing
- Provided managerial and administrative support to staff and therapists

Customer Relations/Technical Writer/Registered NASD Financial Representative

AIM Investments, Inc., Houston, TX (October 1999 – December 2003)

- Completed corporate training, including NASD registration with Series 6 securities license
- Developed and implemented operational procedures utilized across three nationwide locations
- Provided superior client service through written, verbal, and electronic communications
- Upheld privacy policies concerning confidential investment account information
- Team leader in resolving all e-mail inquiries submitted via company website
- Wrote and edited hundreds of internal and external communications for company integration
- Facilitated inter-department cross-training and new representative training

**36**YEARS OF
EXPERIENCE**Areas of Expertise**

Construction
Cost Estimating
Health and Safety
CRP Policies and Procedures

Key Training/Certifications

OSHA 40 Hours
OSHA 10 Hours

Education

University of Puerto Rico, Mayaguez
Campus, Civil Engineering

Guillermo Sosa

Inspection Specialist

EXPERIENCE SUMMARY

Guillermo Sosa is a results-driven professional with extensive experience in personnel management, strategic marketing, project planning, customer service, and budget administration. Over the course of his career, he has successfully led teams of up to 40 staff members, overseeing the onboarding, training, and performance development of personnel across multiple departments. Known for his ability to prioritize tasks effectively, Guillermo consistently delivers projects on time and within scope, even under tight deadlines.

He has managed operational budgets exceeding \$10 million, ensuring fiscal responsibility while aligning expenditures with organizational goals. His strategic marketing initiatives have contributed to 20% increases in customer engagement and measurable improvements in brand visibility. Guillermo has also played a key role in the development and execution of multi-phase operational plans, impacting thousands of customers and stakeholders across diverse sectors.

A natural leader and motivator, Guillermo excels at challenging teams to exceed expectations while providing clear guidance and support. His ability to align people, processes, and performance has made him a trusted advisor and go-to leader in high-stakes environments. Whether managing complex logistics, driving customer satisfaction, or optimizing internal workflows, Guillermo brings a proactive, solutions-oriented mindset to every project.

RELEVANT EXPERIENCE

Oversight Construction Manager (March 2022 - Present)

City Revitalization Program (CRP) | City Revitalization CDBG-DR Program

- Lead a team of 8+ construction oversight staff, conducting over 150 monthly site visits to monitor construction progress, ensure compliance with Subrecipient Agreements, environmental clearance documents, and health and safety plans for projects funded under PRDOH's CDBG-DR / CRP.
- Reviewed and recommended approval for more than 120 payment certifications and 35+ construction change orders, ensuring timely and accurate disbursement of funds.

- Authored detailed monitoring reports for the Project Manager, summarizing findings from site visits and providing actionable recommendations to maintain project alignment with federal and local guidelines.
- Supported the successful oversight of 20+ active subrecipient construction projects, contributing to the revitalization of critical infrastructure and community facilities.

Site Inspector Team Lead (July 2020 – March 2022)

FEMA | FEMA Accelerated Award Strategy (FASST) Program

- Led a team of 5 inspectors under Tetra Tech, conducting damage assessments for over 200 public schools across Puerto Rico following Hurricanes Irma and Maria (DR 4339).
- Analyzed hundreds of vendor invoices and work certifications as part of the Cost Analysis Reasonable Team (CART), ensuring compliance with FEMA guidelines and cost reasonableness standards.
- Utilized FEMA cost estimation tools to validate thousands of reconstruction line items, incorporating local taxes, fees, and regional cost factors.
- Delivered over 150 cost estimate recommendations to sub-applicants, providing clear “concur” or “non-concur” determinations to support funding decisions and project eligibility.

State Program Delivery Manager (October 2019 – July 2020)

Project Formulation | FEMA Formulation 4339 PPDR Program

- Led coordination with the Client through weekly progress meetings, ensuring alignment on production goals, deliverable timelines, and technical support for over 200 disaster recovery sites.
- Provided expert consultation on Hazard Mitigation (HMGP) opportunities and Environmental and Historical Preservation (EHP) compliance, contributing to the successful formulation of projects under FEMA guidelines.
- Oversaw the full lifecycle of 200+ project sites, including site identification, damage assessments, report development, data management, and cost analysis—supporting the obligation of over \$500 million in federal recovery funds.
- Delivered training and ongoing support for the Client’s use of project tracking platforms, enhancing visibility and accountability across all active projects

Site Inspector (June 2018 – October 2019)

Project Formulation | FEMA Formulation 4339 PPDR Program

- Conducted detailed inspections for over 300 government, municipal, and non-profit properties to assess damages caused by Hurricanes Irma and Maria under DR-4339.
- Supported more than 250 Applicants in navigating the Public Assistance (PA) process, ensuring accurate documentation and eligibility for FEMA funding.
- Built and maintained strong working relationships with FEMA representatives and local Applicants, facilitating efficient project formulation and accelerating recovery timelines.



20YEARS OF
EXPERIENCE**Areas of Expertise**

- Disaster Recovery
- Project Management
- Marketing and Strategies
- Client Communications
- Administrative Law
- Legal Consultation
- Project Planning
- Immigration Law
- QA/QC

Grant Experience

- FEMA Public Assistance
- FEMA Community Disaster Loan
- CDBG

Education

- The University of Houston Law Center, Doctor of Jurisprudence
- Brigham Young University, Bachelor of Arts, Philosophy

EXPERIENCE SUMMARY

Over the last 20 years, Mr. Thorley has worked with various organizations managing projects and handling administrative law matters with recent focus on community block grant funding. As an advocate, policymaker, and planner – he has directed projects and served within multiple organizations as both a team member and leader, developing policy and ensuring compliance with U.S. government regulatory requirements. Mr. Thorley has been responsible for client relationships and regulatory analysis within various organizations, setting project timelines and developing procedures to meet U.S. government regulatory requirements, with a focus on problem-solving, creative analysis, and advocacy for government action.

RELEVANT EXPERIENCE

Planning and Policy Analyst/Project Manager (2020 – Present)**US Virgin Islands**

Mr. Thorley has been the primary contact and responsible for developing client relationships and project management in the U.S. Virgin Islands, initially as Planning and Project Analyst and now as Project Manager. He has applied his administrative law background and legal acumen to analyze and address Community Development Block Grant (CDBG) needs, planning project deliverables and timelines focused on the Mitigation Action plan for the U.S. Virgin Islands and setting expectations on timing events.

- **Strategic Analysis and Creation of Innovative Solution Sets:** Upon arrival in the U.S. Virgin Islands, Mr. Thorley analyzed the needs and requirements for project communications and milestone planning in conjunction with the client and Tetra Tech team to devise a strategic blue print and operational plan for the preparing a draft CDBG-MIT Action plan. This involved communication with Territorial government agencies, local contacts, and revising community outreach planning and timelines as COVID-19 altered the communication landscape.
- **Creativity and Innovation:** While working as the Planning and Policy Analyst, Mr. Thorley planned timelines and project milestones required quick alteration to ensure community input into Action plan priorities. Mr. Thorley analyzed regulatory requirements and devised a novel approach to public meetings to take advantage of telecommunications technology, creating revised communications plans that accounted for social distancing.
- **Demonstrated Planning and Analysis Acumen:** Mr. Thorley served as the Tetra Tech point of contact and Project Manager on the ground in the U.S. Virgin Islands, establishing relationships and setting expectations with client, partners, and stakeholders while revising planning timelines and budgets for the project. This exercise required Mr. Thorley to understand the complexities of CDBG-MIT requirements, as well as

demonstrate the ability to recognize the needs of a diverse array of stakeholders and coordinate the execution of plans with local and remote personnel. As a result of coordinated team play, an updated disaster recovery plan, mitigation needs assessment, and CDBG-MIT Action plan have been prepared for the Territory for final revisions and submission to HUD.

Administrative Law Attorney (2015 – 2019)

Mr. Thorley worked to advocate for U.S. government benefits as an attorney and advisor, managing deadlines and project deliverables in practicing law at various firms, developing client relationships and proactively managing project deliverables in accordance with regulatory requirements. He has been responsible for analysis of U.S. government regulations, developing strategies and plans to ensure compliance and obtain benefits for clients, managing decisions and client relationships.

- **Strategic Analysis and Planning:** He was selected to participate on planning teams to prepare for and respond to services contract planning and policy updates. As a result, this plan was adopted and set in motion to improve project timelines and tighten accountability on services agreements.
- **Government Liaison:** Mr. Thorley represented various clients as an advocate and liaison where he presented applications and petitions for based on administrative codes before several U.S. government and Texas state agencies for review and approval.
- **Effective Partnerships:** Responsible for meeting with clients and community contacts to communicate strategic goals, Mr. Thorley regularly responded to concerns and devised strategies to ensure goals were met and problems addressed. He managed client relationships and communications with U.S. government agencies, developing long-term working relationships and compliance checks.

In-House Attorney (2007 – 2015)

University of Texas

Mr. Thorley worked in house as a key member of the International Office leadership team at the University of Texas at Austin, starting as an Assistant Director while working in an of counsel role within the university system. With a focus on team building and improving relationships across campus, he led teams as an advocate and campus liaison with faculty, managing deadlines and project deliverables, developing policy and procedures, as well as training staff, strengthening relationships on campus and across the university system while managing project deliverables and ensuring compliance with regulatory requirements.

- **Strategic Analysis Planning:** Selected to participate on leadership and planning teams to prepare for and respond to regulatory requirements and audits, Mr. Thorley worked to obtain additional services contracts and ensure compliance between services provided and government requirements. As a result, additional contracts were arranged and extended with university system entities and new policies adopted to improve procedural compliance with U.S. government regulations and to improve project timelines and accountability for compliance requirements.
- **Government Liaison:** Mr. Thorley represented the university as an advocate and liaison, presenting applications and petitions for benefits based on U.S. administrative code before multiple U.S. government agencies for review and approval, as well as training stakeholders on how efforts must be conducted to be in compliance with the pertinent regulations.
- **Effective Partnerships:** Responsible for meeting with stakeholders, partners and community contacts within the university system to communicate strategic goals, Mr. Thorley explained regulatory requirements, and compliance issues, as well as responded to concerns and devising strategies to ensure goals were met. In so doing, he expanded the scope of services provided to university system partners and the team of professionals responsible, training each member on regulatory compliance.
- **Project Management:** Mr. Thorley was responsible for decisions and planning as part of the team handling the development, testing, and implementation of systems designed to fit within university computer requirements and U.S. government SEVIS system to enhance capabilities and modernize the interface while ensuring compliance with multiple regulatory requirements and training on same.



14

YEARS OF
EXPERIENCE

Areas of Expertise

Project Management
Urban/Economic Planning
Grant Management (Local & Federal)
Federal Grants Compliance
FEMA Grants Portal
Land use/title search tools
Data Analysis
Planning
Accounting
Reporting

**Key Training/
Certifications**

Licensed Planner: #936
Project Management Professional : 3787830

Education

University of Puerto Rico,
Master's Degree in Urban & Economic Planning, 2016
University of Puerto Rico,
Bachelor of Arts in Accounting, 2012

EXPERIENCE SUMMARY

Ms. Torres is a bilingual, results-oriented professional with experience in government (local and federal), research, and academic institutions. Her diverse areas of expertise include project management, business administration, and urban/economic planning. She is proficient at performing day-to-day project development and implementation, as well as effectively influencing and leading personnel with a keen ability to write business reports in a well-organized manner. In her current role as project manager, she performs a wide range of functions required to validate compliance with all program policies, including applicable federal, Commonwealth, and local regulations.

RELEVANT EXPERIENCE

TETRA TECH, San Juan, PR

Planner | November 2023 – Present

- Conduct research related to land use plans, zoning regulations, coastal and climate adaptation, community resilience, economic development, spatial mapping, natural resources, water infrastructure, and environmental compliance planning, including local codes and ordinances, comprehensive plans, program policies, and regulatory frameworks.
- Perform planning analyses to identify gaps, barriers, needs, and opportunities within programs and ordinances to support the achievement of client objectives.
- Facilitate processes with PRDOH and stakeholders to define goals and objectives, integrate technical and policy considerations, establish priorities, generate planning documents, and support the development and implementation of strategies and programs.
- Manage and contribute to the development of project documentation and deliverables such as memos, reports, and plans, including the preparation of descriptive charts, maps, figures, and data matrices, while also supporting quality control and assurance efforts
- Assist in the preparation and delivery of presentations to update and inform clients on project progress and deliverables, and support formatting of technical reports, letters, and memoranda.
- Participate in the evaluation of local and regional governance structures, proposing feasible pathways for the institutionalization of mitigation policies through ordinances, zoning modifications, and incentive mechanisms.

Project Manager (September 2020 – Present)**Tetra Tech, Inc.**

- Support management of program activities, reports, and contracts to validate compliance with all CDBG-DR programs policies, including applicable federal, Commonwealth, and local regulations.
- Provided training on overall CDBG-DR policies and internal protocols
- Developed compliance, communications, and other SOPs as needed
- Maintain communication with municipalities providing support on project deliverables.
- Monitor subrecipients' compliance with CDBG-DR programs policies, standards, and procedures.
- Provide necessary training, ongoing support, and technical assistance, to internal staff and subrecipients to promote and enforce compliance with the most current version of policies, regulations, and standards for CDBG-DR programs.
- Prepare all necessary program-wide documentation and reports to PRDOH to communicate to the subrecipient's CDBG-DR program compliance performance and the status of any compliance issues.
- Provide guidance and recommend actions to handle changes and risks associated with changes in policies and regulations.
- Manage program workload to team members in order to comply with deadlines.

Supervisor (October 2020 – September 2020)**Horne**

- Assisted in the guidance of strategy and implementation for all program efforts, including guidance to PRDOH's POC in CDBG-DR funds.
- Responsible for the evaluation of subrecipient proposals, agreements, compliance, and internal monitoring.
- Evaluated budget amendments as requested by subrecipients.
- Provided training to subrecipients regarding reporting and procurement.
- Provided compliance guidance regarding procurement policies.
- Develop editions to program guidelines and any other program guidelines.
- Lead periodic meetings with key stakeholders for program status and decision-making.
- Develop program performance metrics and monitor subrecipient's performance.
- Create periodic program timeline projections and milestone achievement reports.

Community Planning Lead (August 2020 – October 2020)**Foundation for Puerto Rico**

- Guided the strategy and implementation of the Whole Resilience Community Planning Program efforts at a regional level for the Program that drives awareness and technical assistance amongst relevant audiences.
- Support development and review of the program-specific scope of work (SOW) for procurement services, equipment, and materials as required for delivery of WCPR planning products/materials and/or activities.
- Manage and coordinate tasks with any internal or external vendors selected to assist with program planning efforts.
- Lead 5 planners in creating planning tools as resources for communities in the creation of the resiliency plans.
- Created periodic reports for upper management and federal compliance.

Project Manager (October 2017 – August 2020)**Red Line Global**

- Supported CEO and investors in the implementation of PA and 404 Mit Programs and business development.

- Served as POC for Program Management for Municipalities, PNP's, and subcontractors.
- Served as Project Manager, responsible for meeting deadlines, creating timeline projections, program budget analysis, and complying with billing & budget compliance with federal regulations.
- Supervised project managers in program deliverables.
- Managed periodic meetings in the representation of the Municipalities and PNP'S decision-makers.
- Schedule team for workflow allocation and monitor outcome.
- Deliver periodic presentations on project status and program status to the municipality's POCs and investors.
- Prepared business proposals to compete in RFPs.
- Recruited and supervised 40+ engineers Supervising engineers through the project cycle in report production.

Admissions Operations Coordinator (May 2017 – October 2017)**Instituto De Banca Y Comercio**

- Managed student enrollment daily reports such as enrollments, forecast, and budget analysis to develop strategies to improve students' admissions cycle.
- Translation and Interpretation (English, Spanish).
- Marketing budget analysis / Marketing officers training for prospect outreach.
- Implementation of new student data Information system.
- Assisted managers in the evaluation, monitoring, and consulting of new call center data software.
- Metric development and analysis for personnel evaluation, forecasting, and budget.
- Federal compliance assurance.
- Overall assistance to Regional Director of Admissions.

Marketing Associate (June 2016 – February 2017)**Sova LLC**

- Fund seeking presentations on water monitoring non for profit.
- Managed and mentored two interns in areas such as web page design and graphic design.
- Developed Minutes, documentation, and follow-up of consequent meetings while translating and interpreting (English, Spanish) for foreign investors.
- Problem detection and solution, stage implementation and maintenance stages startup company.
- Managed budget for personnel training, equipment, and ongoing duties.
- Integration of foreign entrepreneurs into Puerto Rican Culture, documentation, permits, and basic establishments.
- Participated in the research and development stage of a collaborative project for water data accessibility between the private sector and college students.

Established continuous networking between data analysis companies, environmental-related entities, donors, and the private sector to fund water quality monitoring.

Weekly status report documentation and presentation.

Ombudsman Intern (January 2016 – May 2016)**Ombudsman Office**

- Actively participated in the research, development and testing, and implementation stages of the official Ombudsman information system for confidential data gathering and analysis.
- Developed strategies for corrective programs in harassment policies.
- Participated in the development of the strategic operational budget.

- Development of women and children struggle report, including flow charts, graphics, and comparative and informative tables.
- Conflict management scenarios analysis and execution.
- Development of guidelines and procedures for work environment harassment policy.
- Developed educational presentations on conflict management and harassment.

Research Assistant (April 2009 – May 2016)**University of Puerto Rico**

- Managed qualitative data management & analysis questionnaire design, coding, and interview transcription.
- Delivered NVivo information system workshops and research presentations.
- Analyzed outcome presentations on local forums.

Economic & Environmental Projects Intern (August 2015 – January 2016)**Statistic Institute of Puerto Rico**

- Delivered public presentations on open data and smart cities projects for public agencies and municipalities.
- Creation and edition of the Regional toxin's emission report, including pivot tables, flow charts, infographics, and comparative tables.
- Collaborated with municipalities and public agencies for data portals user and workforce accessibility and real-time data access.
- Executed geographic information systems data analysis.
- Participated in the research and development, implementation, and evaluation phases of a data accessibility portal.

Planning Technician (August 2014 – December 2014)**Municipality of Bayamón, Puerto Rico**

- Performed data gathering, management, and analysis for urban space inventory & geographic information systems.
- Conducted urban renewal meetings with local civilians, merchants, and the municipality Foundation for PR.

Program Management Intern (June 2014 – August 2014)**Foundation for Puerto Rico**

- Created public presentations for low-income entrepreneurs and small businesses.
- Market research for tourism in Puerto Rico.
- Project development and implementation of the KIVA micro loan program.
- Project coordination for the Department of State's initiative called Campus Puerto Rico, including documentation, brainstorming, and follow up meetings.
- Campus Puerto Rico web interface research, development, testing, and budget establishment.

Audit & Consulting Intern (September 2011 – June 2012)**Falcón Sanchez Consulting Group**

- Worked with audit cycles, bank reconciliations, data analysis, and research activities onsite visits regarding federal funds compliance & performance & research activities.



20+

YEARS OF
EXPERIENCE**Areas of Expertise**

- Urban Design and Master Planning
- Federal Grant Compliance and Administration
- Real Estate Redevelopment and Public Infrastructure
- Municipal and State Government Coordination
- Regulatory Policy and Gap Analysis
- Environmental and Infrastructure Redevelopment
- Strategic Planning and Budget Execution
- Bilingual Communication (English/Spanish)
- 2 CFR 200 Knowledge

Grant Experience

- FEMA PA
- CDBG-DR/MIT

Key**Training/Certifications**

- Project Management Professional (PMP) Certified, #2309552

Education

- MBA Ana G. Méndez University, Cupey Campus, San Juan, PR, 2021
- MArch University of Puerto Rico, Rio Piedras Campus, San Juan, PR, 2006
- MSAUD Columbia University, New York City, NY, 2003
- BED University of Puerto Rico, Rio Piedras Campus, San Juan, PR, 2002

Alfonso Nieves-Vélez

Planning Senior Project Manager

EXPERIENCE SUMMARY

Mr. Alfonso Nieves-Vélez is a certified Project Management Professional (PMP) with over 20 years of experience in architecture, urban design, project management, and development consulting. He holds master's degrees in Architecture, Urban Design, and Business Administration. Alfonso has led complex, multidisciplinary projects across Puerto Rico, serving in key leadership roles for municipal and Commonwealth agencies, including the Puerto Rico Department of Housing, the Municipality of San Juan, and the Local Redevelopment Authority for Former Naval Station Roosevelt Roads.

Alfonso's experience spans all phases of project lifecycles, from pre-development and procurement to contract administration and financial closeout. He brings extensive expertise managing federally funded projects, including those supported by FEMA, HUD CDBG-DR and CDBG-MIT, USDA, and EDA. As Program Manager for Tetra Tech's MAPS Program, he leads key staff and coordinates directly with the Puerto Rico Department of Housing to deliver regulatory framework assessments under a \$10M program budget. Alfonso is known for his ability to navigate complex regulatory environments, lead multidisciplinary teams, and deliver projects on time and under budget. His bilingual fluency and in-depth knowledge of Puerto Rico's policy and infrastructure landscape make him an asset to any recovery or redevelopment initiative.

RELEVANT EXPERIENCE

Program Manager – Environmental Services (November 2023 – Present)
Tetra Tech, Inc. | Mitigation and Adaptation Policy Support (MAPS) Program

The Mitigation and Adaptation Policy Support (MAPS) Program has a program budget that consists of \$10M, and contract to provide assessment professional services consists of \$1.9M. The MAPS Program builds on related regulatory policy framework needs across the Island.

- Point-of-contact with the Puerto Rico Department of Housing and Grant Manager for program execution
- Lead key staff and project staff during execution of the Program
- Coordinate and ensure execution of all program activities, and report to the client on progress made on regulatory framework revision
- Monitor program performance and establish necessary mechanisms to achieve goals
- Lead and participate in the development and implementation of strategies to achieve program objectives

- Coordinate activities to control program schedule, budget, and scope, and manage the invoicing process.
- Identify program issues and obstacles and develop and implement efficient solutions, while interpreting multi-level Puerto Rico Department of Housing needs to further develop them into actionable requirements.
- Assess and redistribute workload among key and project staff according to needs and changes in program requirements or phases/tasks.
- Interview and hire staff and evaluate the performance of all staff and sub-vendors.
- Monitor sub-vendor activities and keep PRDOH informed of compliance, regulatory and performance issues that may impact program and CDBG-MIT compliance.
- Serve as a consultant on State and Municipal policy and regulatory issues for PRDOH.
- Serve as a consultant on federal policy and regulatory issues for PRDOH.
- Serve as liaison with finance and management to monitor and control program progress and achieve financial goals.
- Report to C&E Program Manager, located overseas
- Achievements include:
 - Completion of initial review of 273 documents/21,574 pages within 6 months
 - Development of MAPS Database and MAPS Dashboard
 - Development of Gap Analysis template for regulatory documentation
 - Submittal of deliverables according to contracted schedule
 - Approval of all Monthly Progress Reports
 - Maintain Program under budget and margin established by Upper Management

Project Coordinator (August 2023 – November 2023)

Municipality of San Juan – Office of Urban Design and Project Development | Commonwealth of Puerto Rico

- Act as senior project manager responsible for overall project management of prospectus level, equally complex, or precedent setting projects
- Oversight initiating, planning, execution, coordination, and contract administration for municipality projects
- Development, execution, and monitoring of procurement processes (RFP)
- Invoice evaluation and approval based on project cost breakdown
- Drafting of work reports to provide project progress
- Follow up on completion of ongoing projects with FEMA or ARPA funding
 - Improvements to rainwater infrastructure, Urb. San Martin
 - Construction bid process for San Juan City Police – Maritime Unit Headquarters, Parque Central, San Juan
- Oversight of project closeout (including financial closeout) for FEMA/PA Projects – Public Spaces

Director of Development and Project Management (February 2021 – June 2023)

Local Redevelopment Authority for Former Naval Station Roosevelt Roads | Commonwealth of Puerto Rico

- At-will position of the LRA Executive Director
 - Designated Acting Executive Director, when required
 - Designated Acting Director of the LRA Facilities Management Office, when required

- Designated Roosevelt Roads-Puerto Rico Promise Zone Coordinator
- Designated Section 3 and W/MBE for CDBG-DR
- Advisor to the LRA Executive Director for project management cycle
- Responsible for the execution of the Roosevelt Roads 2014 Master Plan
- Management and oversight of redevelopment public policy for the Former Naval Station
- Participation in the elaboration of the LRA Strategic Plan and Work Plan
- Direct and perform budget planning and execution to support each development zone of the Former Naval Station. Development of the Former Naval Station requires managing complex projects, including, but not limited to baselining scope, quality, schedule, budget, and risk. Given the nature and scope of the Roosevelt Roads 2014 Master Plan, it also requires services of multiple disciplines such as A/E design and construction.
- Monitor redevelopment aligned with LRA strategic plan (development component):
 - Oversight of project management for infrastructure projects: USDA for Potable Water Infrastructure Improvements; Capital Expenditures Project (CapEx) for Sanitary/Wastewater Infrastructure Improvements
 - Oversight of project management for public funding development projects: Port Control Building and road improvements, funded by EDA; Marine, Business, Research, and Innovation Center, funded by EDA
 - Oversight of project management for recovery efforts with redevelopment impact: FEMA PA Projects (\$97M in obligated funds)
 - Supervision of Project Managers Consultant for recovery projects
 - 4 Alternate Projects
 - 3 Improved Projects
 - Consolidated Funds (\$37M)
 - Oversight of project execution and contract administration for private funding projects
 - Responsible for the issuance or RFPs in compliance with LRA regulations
- Leadership and Management for LRA Project Managers
- Identified key technical and resource personnel to work on various aspects of projects
- Support Executive Office in grants and budgetary matters
- Support Executive Office with project controls and reporting
- Support LRA Legal Counsel regarding development agreements
- Applied procurement knowledge and experience to manage contracts supporting development projects
- Provide recommendations to LRA Facilities Director regarding redevelopment efforts
- Represents the LRA in forums and official activities
- Represents the LRA in meetings and forums with potential stakeholders interested in the redevelopment efforts of the FNSRR
- Negotiate real estate business transactions, and coordinate project plans, budget objectives and schedules with potential developers and other related stakeholders
- Main POC between the LRA and USNAVY regarding environmental matters/real estate
- Main POC between the LRA and EPA (East Region and the Caribbean)
- Achievements at the LRA:
 - Issuance of the LRA Regulation for Request for Proposals, RE:9366 (April 2022)
 - Issuance of eight (8) RFPs during calendar year 2022

- 4 Development Projects
- 4 Professional Services related to redevelopment activities
- Obtain concurrence from USDA.RD to bid on Potable Water Infrastructure Project
- Execution of EDA Investment 01-79-14931 (Building 2252 Rehabilitation and Waterfront Road Improvements) and EDA Investment 01-79-15096 (MBRIC)
- Lead efforts in environmental affirmative actions between LRA and USNAVY
- Lead efforts in affirmative actions between LRA and EPA
- Team member for negotiation matters on development projects

Development Project Manager (September 2008 – February 2021)**Puerto Rico Land Administration | Commonwealth of Puerto Rico**

- Oversight initiating, planning, execution, coordination, and contract administration processes of projects conceived by the Puerto Rico Land Administration
- Development, execution, and monitoring of procurement processes (RFP)
- Evaluation of real estate assets for acquisition
- Managed the acquisition and management of contracts which support all aspects of leasing and real estate development
- Development of Urban Design and Architectural Guidelines policies
- Development of proposals and project presentations (conceptual) for potential stakeholders
- Lead project analysis to determine client facility needs
- Establish, baselined, and managed customer expectations
- Drafted Official Statements, Work Reports, and attendance at public hearings
- Advisor to the Development and Property Management Office Director
- Provide recommendations to the PRLA Legal Office regarding Development Contracts and Lease agreements
- Supervision of Development Program Specialist



3 YEARS OF EXPERIENCE
3 DISASTERS
20 GRANT FUNDING

Areas of Expertise

Data Analytics
Data Management & Development
Research Analysis
Quality Control & Assurance
Data Visualization
Data Automation

Grant Experience

MDHAF Program
ERAP Programs

Key Training/Certifications

Data Analytics Certification
Power BI Data Analyst Associate Certification
Python
DAX
SharePoint Development
Power Apps

Education

Civil Aviation University of China | Bachelor of Aircraft Operation, 2018

EXPERIENCE SUMMARY

Mr. Rui Wang currently serves as a Data Analyst in the Case Management Division for Tetra Tech's Disaster Recovery business unit. In this role, Mr. Wang works with operations team leaders for individual projects and provides data needs assistance for each project. This includes the Emergency Rental Assistance (ERA) programs, Homeowners Assistance Fund (HAF) programs, childcare industry stabilization programs, and school safety initiatives.

Mr. Wang supports each operations team with data reporting. Mr. Wang provides data visualization reports & dashboards, enables operations teams to draw and make data-driven decisions, and applies analytical findings to help operations teams maximize work efficiency, while also aiding in reducing human error at work.

Mr. Wang has data reporting experience with federal grant programs, such as Emergency Rental Assistance Program and Homeowners Assistance Fund Program. Mr. Wang keeps current on government data reporting requirements.

RELEVANT EXPERIENCE**Data Analyst (November 2023 – Present)**

Denver Colorado | Emergency Management Migrant Shelter Program

Mr. Wang is currently serving as the data analyst for the State of Colorado Migrant Shelter Program. Mr. Wang is responsible for providing data reporting for the operations team daily, receiving and organizing data from multiple sources, supporting the analytical needs of the initial verification and recertification teams, maintaining datasets to support internal and external reporting following Standard Operating Procedures, and preparing reports for Tetra Tech, and U.S.

Data Analyst (November 2023 – Present)

State of South Carolina | Lexington County CDBG-DR

Mr. Wang is currently serving as the data analyst for the State of South Carolina Disaster Recovery Program. Mr. Wang is responsible for providing data reporting for the operations team daily, receiving and organizing data from multiple sources, supporting the analytical needs of the initial verification and recertification teams, maintaining datasets to support internal and external reporting following Standard Operating Procedures, and preparing reports for Tetra Tech, and U.S.

Data Analyst (May 2022 – Present)**State of Maryland | Maryland HAF Program**

Mr. Wang is currently serving as the data analyst for the State of Maryland Homeowner's Assistance Fund Program. Mr. Wang is responsible for providing data reporting for the operations team daily, receiving and organizing data from multiple sources, supporting the analytical needs of the initial verification and recertification teams, maintaining datasets to support internal and external reporting following Standard Operating Procedures, and preparing reports for Tetra Tech, MD DHCD, and U.S. Treasury purposes that effectively communicate trends, patterns, and predictions using relevant data.

Data Analyst (April 2022 – May 2023)**State of Iowa | Recruitment and Retention Bonus Program**

Mr. Wang served as the data analyst for the State of Iowa Recruitment and Retention Bonus Program. His roles included analyzing and summarizing data, performing QA/QC reviews of financial documentation, and preparing reports for key stakeholders.

Data Analyst (April 2021 – April 2022)**Call Center Operations | CDBG-DR Programs**

Mr. Wang served as the data analyst for call center operations for multiple clients. Mr. Wang works with call center managers, gathering data from third-party vendors and generating reports for Call Center managers' needs. Mr. Wang also visualizes call center data, provides call center reps with work quality in dashboards, and analyzes data to identify trends to improve call center operations. Mr. Wang performed these tasks on the following projects for individuals that were affected by Hurricane Ian in Sarasota, Florida CDBG-DR, Volusia County CDBG-DR, and Polk County CDBG-DR.

Data Analyst (April 2021 – October 2022)**Multiple Clients | Emergency Rental Assistance Program**

Mr. Wang served multiple clients as a data analyst for the Emergency Rental Assistance Program. His roles include creating project reports based on aggregated program data, and reviewing, analyzing, and summarizing financial data. Performed QA/QC review of financial documentation. Reconciled federal and state grants, cost estimates, audits, and other initiatives that support disaster recovery efforts. Assisting in workflow automation utilizing MS SharePoint and Power Automate for the following ERAP programs: Mobile County, AL, Broward County, FL, Leon County, FL, Pinellas County, FL, St. Petersburg, FL, Winston-Salem/Forsyth County, NC, Charleston County, SC, Greenville County, SC, and Richland County, SC.



27YEARS OF
EXPERIENCE**Areas of Expertise**

Project Management

Case Management

Eligibility Review

Real Estate

Construction Management

Database Management

Subcontracting

Grant Experience

TX, ERAP

Broward County, FL ERAP

Harris County, TX CDBG-DR

Iowa, School Assessment

Education

Kaplan University- Law and Practice, Contracts and Regulations, Trust Accounts and Record Keeping, Legal Issues, Closings Practical Applications 06/05

The Florida Real Estate School- Sales Brokerage 05/20

Finance in Real Estate (Mortgages) 11/21

Ethics in Business 10/21

Delaware Technical College 2/95

EXPERIENCE SUMMARY

Ms. Julie Watson has over 27 years of experience, a technical background, and 16 years of experience in real estate, construction management, and case management. She effectively implements processes, workflows, and technical solutions for program support. Julie won the TDR 2022 Program of the Year for the Iowa School Safety Assessment Program, covering 1260 schools & \$100 million in state fiscal recovery funds. She subsequently won the TDR 2023 Rookie of the Year for exceptional performance and dedication in her first year in the Business Development group.

Before joining Tetra Tech's Case Management practice, Julie was a real estate broker, business owner, entrepreneur, and investor who bought, remodeled, managed, and sold homes. She has extensive experience managing investor projects, working with contractors, building projects from the ground up, and remodeling single-family and multi-family homes. Julie has managed full-scale construction projects covering every trade, including the permitting process. She has a proven track record of executing on-time, on-budget projects.

Julie was selected for this project because of her background in project management, data analytics, real estate, and construction management. As a local Orange County resident, she is a hands-on team player who can provide timely on-site support.

RELEVANT EXPERIENCE**Client Advisor (January 2023 - Present)****TDR | Business Development**

- Manage the Business Development pipeline.
- Smartsheet database administrator- Implement, train staff, and maintain the Opportunity Tracker.
- Create Smartsheet WorkApps with forms, dashboards, and real-time drill-down reporting.
- Disaster Sheltering, Mass Care, Case Management, CDBG-DR - Proposal Support
- Subcontracting - Source and build teams to create local small business minority partnerships with best-in-class vendors to support Tetra Tech's top procurements.
- FEMA Public Assistance and CDBG-DR - Research, capture, report, and communicate with customers on current and upcoming procurements.

Call Center Manager (September 2022 – December 2022)**State of Iowa | Safety Assessment**

- Managed a team of call center representatives.
- Wrote SOP's, and trained staff on new procedures.
- Communicated with school superintendents on scheduling and implementation of 1260 safety assessments throughout the State of Iowa.
- Re-organized the Smartsheet data to provide detailed customer metrics.
- Trained staff on using GPS mapping software to organize and schedule blocks of schools together for assessments.

Buyout Specialist (November 2021 – March 2022)**Harris County, TX | CDBG-DR Buyout Program**

- QA NOE (Notice of Eligibility) files for Harris County, TX involuntary buyout.
- Wrote and submitted hundreds of real estate offers via DocuSign for the involuntary buyout program.
- Real estate offers were completed, executed by the County, and submitted to property owners within weeks of Julie being added to the team.
- Built packets for the voluntary buyout program, to include appraisal, title work, offer, and eligibility information.

Broward County Commissioner Liaison (August 2021 – November 2021)**Broward County, FL | ERAP**

- Supervised a group of eligibility specialists.
- Provided on-the-job training and mentorship.
- Ran the Broward County Commissioner Hotline, communicated with commissioners directly, answered case-related questions and concerns, and quickly resolved priority cases between landlords and tenants avoiding eviction.

Project Supervisor (April 2021 – August 2021)**State of Texas | ERAP**

Job description text. Insert description of position. Job description text. Insert description of position.

- Supervised a group of eligibility specialists.
- Provided on the job training and mentorship.
- Assessed caseloads and productivity to ensure adherence to policies and procedures
- Resolved all priority cases.
- 90% of the staff Julie trained excelled and were promoted to QA positions.

EMPLOYMENT HISTORY

Springs Preferred Realty, Broker/Owner – Julie sold the firm in 2021 (July 2009 – March 2021)

Century 21, Broker Associate (September 2005 – June 2009)

Ingleside Homes, Inc. (Senior Healthcare Facilities) – Network Administrator (January 1997 – March 2001)

Allstate's Engineering (DuPont Contractor), Database Analyst (February 1995 – January 1997)



22YEARS OF
EXPERIENCE**12**

DISASTERS

\$2B+GRANT
FUNDING**Areas of Expertise**

COVID-19 Response and Recovery

Disaster Recovery

Crisis Management

Project Management

Strategic Planning

Grant Experience

FEMA Public Assistance

Coronavirus Relief Fund (CRF)

Key Training/Certifications

Emergency Management (FEMA & PEMA) (See Below)

Education

London School of Economics & Political Science, Masters (MSc) in Global Politics (with Merit), 2008

Villanova University, Bachelor of Science (BS) in Economics (Cum Laude), Minor Sociology, Honors Concentration, 1998 – 2002

Recognition

Tetra Tech Project Manager of the Year 2023

Tetra Tech Project Team of the Year 2023

Tetra Tech Project Manager of the Month May 2022

EXPERIENCE SUMMARY

Mr. Matt Werner is a dynamic and results-focused innovator with over 22 years of experience in the federal government, private, non-profit, and emergency services sectors. He brings 10 years of FEMA subject matter expertise honed through his experience as a FEMA specialist establishing priorities, milestones, and timeframes for a variety of steady-state and disaster-specific projects and ad-hoc initiatives. Matt was previously a senior team lead overseeing a large recovery staff, coordinating multiple statewide joint damage assessments, and serving as the FEMA Public Assistance Disaster Team Lead for FEMA Region 3. He currently serves as a Program Manager with the Tetra Tech team in support of the State of Connecticut, Commonwealth of Pennsylvania, and the City of Philadelphia.

RELEVANT EXPERIENCE**Program Manager (October 2024 – Present)**

FEMA Public Assistance DR-4827 | Buncombe County, NC

- Project Management – Ensures team executes on work priorities established with client. Establish priorities, milestones, and timeframes
- Subject Matter Expertise – Advises client on optimal solutions to address disaster recovery challenges, including FEMA Public Assistance and procurement compliance with 2 C.F.R. 200
- Damage Assessments – Supported damage assessments to identify over \$25m in emergency and permanent work damages
- Stakeholder Coordination – Support County at required meetings with FEMA and NCEM including EOC operations, Exploratory Call, Recovery Scoping Meeting, and multiple ad hoc working groups including repairs to private roads and bridges, debris management, and landslide stabilization
- Technical Assistance – Work with County to advise on applicant eligibility, identify funding sources, Damage Inventory development, assess 406 mitigation opportunities, and execute Site Inspections with FEMA/State officials

Program Manager (May 2021 – Present)

FEMA Public Assistance COVID-19 DR-4500 | State of Connecticut

- Project Management – Ensures team executes on work priorities established with client. Establish priorities, milestones, and timeframes

- Task Order Development – Tracks task completion including amending and scopes and budgets
- Supervision – Sets goals and tracks progress of direct reports to ensure high-quality deliverables for client
- Financial Projections – Oversees daily tracking and reconciliation of actual vs. projected spending on all project line items
- Subject Matter Expertise – Advises the State on optimal solutions to address disaster recovery challenges, including FEMA Public Assistance and procurement compliance with 2 C.F.R. 200 for DR-4500
- FEMA Closeout Reviews – Coordinates review of nearly \$1 billion in obligated projects at request of client for closeout and audit readiness
- FEMA Streamlined Applications – Oversees development and submission of priority client projects to FEMA and manages projects totaling over \$550 million of reimbursement requests for over a dozen applicants

Program Manager (September 2021 – May 2024)**COVID-19 Technical Assistance CRF/FEMA | City of Philadelphia**

- Project Management – Ensured team executed work priorities established with client. Established priorities, milestones, and timeframes
- Task Order Development – Tracked task completion including amending and scopes and budgets
- Supervision – Set goals and tracked progress of direct reports to ensure high-quality deliverables for client
- Financial Projections – Oversaw daily tracking and reconciliation of actual vs. projected spending on all project line items
- Subject Matter Expertise – Advised the City on optimal solutions to address disaster recovery challenges, including FEMA Public Assistance, damage assessments, and procurement compliance with 2 C.F.R. 200 on DR-4506 and DR-4618
- FEMA Streamlined Applications – Oversaw development and submission of priority client projects to FEMA and manages projects totaling over \$110 million of reimbursement requests for over a dozen departments
- CRF Grant Management – Coordinated preparation of audit ready files and reporting to Treasury for client's \$276 million in CRF funding and supported client in preparation of required federal quarterly reports and audit requests from City Controller
- Training – Executed ad hoc and formal training requests on behalf of client including FEMA Public Assistance Closeout and Procurement Compliance training sessions

GS13 (Step 3) – IC13-0089 Supervisory Emergency Management Specialist (Public Assistance Branch) (October 2017 – August 2020)**Federal Emergency Management Agency, Philadelphia, PA**

Matt worked with the lead federal agency focused on emergency preparedness, response, and recovery) by serving as Disaster & Special Projects Team Leader for the Public Assistance Branch.

- Project Management – Ensured the Disaster & Special Projects Team executes on work priorities established through the PPBE process; established priorities, milestones, and timeframes for a variety of steady-state and disaster specific projects and ad-hoc initiatives
- Supervision – Established performance standards and evaluating the performance of 6-8 subordinates, including 5 Project Managers that serve as Region 3's lead FIT representatives and Infrastructure Branch Directors/PA Group Supervisors during Public Assistance disasters
- Disaster Operations – Deployed as PA Group Supervisor for DR-4526-DE and served as PDA coordinator for impacts from Hurricane Florence and Michael in Virginia (DRs 4401 / 4411)

- Planning – Developed and prepared regional emergency management plans and policies, procedures, and risk assessments to ensure the region's capability to continue essential functions during all type of hazards; ensured these items were consistent with statutory and agency requirements
- Interagency Coordination – Coordinated with other Federal agencies, FEMA staff, and State government agencies to ensure the capability to continue essential functions during any event or incident; this includes steady state supports to groups such as the Baltimore Debris Task Force, the Hampton Roads All Hazards Consortium, the Southeastern Pennsylvania Regional Task Force, and the Metropolitan Washington Council of Governments
- Disaster Coordination – Served as a Preliminary Damage Assessment (PDA) Coordinator for the Public Assistance Team, assist Infrastructure Branch Directors and PA Group Supervisors with program and staffing guidance, and coordinated closely with state stakeholders on program requirements and coordination issues
- Team and Special Projects Coordination – Coordinated a high-stress/high-demand team structure in order to facilitate accurate information gathering, clear channels of communication and collaboration among all stakeholders on disaster recovery operations and special projects; handled complex assignments that spanned regional boundaries in scope and significance
- Management Oversight – Oversaw subordinate supervisors in the delivery of Stafford Act program authorities for Public Assistance, including adherence to the disaster declaration process and related recovery functions

GS13 – IC13-0343 Program Analyst (Recovery Division) (January 2017 – September 2017)

Federal Emergency Management Agency, Philadelphia, PA

Matt served as a Program Analyst and Executive Officer, responsible for strategic planning, project management, and budget functions.

- Strategic Planning – Worked with PA Branch and Recovery Division leadership to establish program/policy goals, structures, and processes necessary to implement the organization's mission and strategic vision
- Project Management – Led the Recovery Division FY18 work plan and budget development efforts to reflect business requirements established by ORA and the planning, programming, budgeting, and executing (PPBE) process.
- Process Improvement – Provided coordination and assistance to increase efficiency and effectiveness of emergency management operations during all stages of the planning, programming, budgeting, and executing (PPBE) process
- Vision – Communicated the FEMA, Region III and Recovery Division mission and strategic plan to team members, and integrate agency/region and division guiding principles into the team's work plans, strategies, goals, objectives and services
- Team and Special Projects Coordination – Coordinating multi-divisional team efforts in order to facilitate accurate information gathering, clear channels of communication and collaboration among all stakeholders on disaster recovery operations and special projects
- Management of Team Efforts – Managed team assignments and meeting regulatory deadlines, providing disaster recovery policy guidance, coordinating disaster recovery efforts, procedural assistance, and on-the-job training to team members, and demonstrated experience analyzing Public Assistance program data

- Coordination / Integration – Liaised with internal stakeholders within FEMA Region III as a part of ongoing program reviews and program analysis initiatives, including as a representative to the Project Integration Council (PIC), IWM Advisory Group, and the SharePoint Workgroup, as well as external stakeholders, on aspects of the Recovery mission, including training and workshop planning and execution for FY17/18
- Training and Policy – Supported a multitude of regional efforts to update emergency management guidance, case studies, training course content or policy related to disaster recovery, damage assessments, and debris management

ADDITIONAL TRAINING/CERTIFICATIONS

EMERGENCY MANAGEMENT (FEMA & PEMA) (2007 – Current)

- FEMA IS Courses: Multiple (Certificates can be provided upon request)
- Professional Development Series Certificate (2009), PEMA Emergency Management Basic Certification (2012), Incident Command System (ICS) 300 & 400 (2014), Emergency Management Accreditation Program Assessor (2015), Homeland Security Exercise and Evaluation Program HSEEP (2016), PA Program Delivery Manager (2016), Project Management for Office Professionals (The Graduate School – 2016), Leading People (The Graduate School 2018) (2018), Fundamentals of Human Resources for Supervisors (The Graduate School – 2019), Introduction to Supervision (The Graduate School – 2020)

EMERGENCY MEDICAL TECHNICIAN (EMT) (1996 – 2020)

- Certifications: Pennsylvania EMT-Basic, Pre-Hospital Trauma Life Support, Emergency Vehicle
- Operators Course, HazMat Operations Course, American Heart Association CPR/AED

ADDITIONAL EXPERIENCE

FEMA Region III-GS12 – IC-0089 Emergency Management Specialist (PA Branch) (June 2016 – January 2017)

FEMA Region III-GS12 – IC-0089 Emergency Management Specialist (Office of the Regional Administrator) (July 2015 – June 2016)

City of Philadelphia Office of Emergency Management – Infrastructure Program Manager (August 2012 – July 2015)

Global Security Institute – Program Officer (July 2004 – July 2007)

Mathematica – Program Associate III (August 2002 – July 2004)



TETRA TECH

Tab 6

Examples

In the following pages, Tetra Tech has provided representative references that demonstrate Tetra Tech's experience providing services similar to those outlined in the Scope of Services. Each project reflects our ability to support CDBG-DR implementation, including program design, housing and infrastructure delivery, financial and regulatory compliance, and coordination with federal systems and guidance. Contact information and a description of each engagement are provided for reference. Additional references are available upon request.

Attachment H has been provided in the Appendix.

Tetra Tech is supporting Buncombe County's recovery from Hurricane Helene across multiple program areas. Our integrated approach includes strategic guidance, technical assistance, and boots-on-the-ground implementation across multiple programs, as summarized in the following pages.

Through our work with Buncombe County, Tetra Tech helped translate complex recovery needs into actionable recovery strategies, from evaluating repair, reimbursement, and rental assistance options to supporting site selection for affordable housing. Our technical assistance strengthened the County's long-term recovery planning. This engagement reinforced the value of data-driven prioritization, coordinated program delivery, and flexible tools to serve both households and development partners – key takeaways we bring to the State's CDBG-DR implementation.

CDBG-DR Program Development

Following Hurricane Helene, FEMA received more than 270,000 applications for assistance in North Carolina – including over 86,000 from Buncombe County alone, representing nearly 86% of all households in the County. More than 9,000 homes were damaged or destroyed, over 500 structures were swept away, and more than 600 roads and 100 bridges require repair or replacement.

To support long-term housing stability, Tetra Tech is providing "hands-on" support to the County's Housing Recovery Support Function, which includes technical assistance and guidance. Tetra Tech also represents the County at regular coordination meetings with internal and external stakeholders and has prepared a number of technical white papers to assist the County with potential project submissions for their Long-Term Recovery Plan. Tetra Tech also provided general consulting and technical assistance related to CDBG-DR allocations and assisted the County with analysis and recommendations for comments on the City of Asheville CDBG-DR Action.

Specifically, Tetra Tech assisted the County in evaluating disaster recovery programs targeting urgent needs, including:

- Rental assistance for displaced households
- Reimbursement programs for LMI residents
- Repair and reconstruction programs for families still living in temporary housing
- Support for two mixed-use affordable rental projects representing 470 LMI units

To support these efforts, Tetra Tech developed data-rich dashboards and a baseline of potential GIS layers.

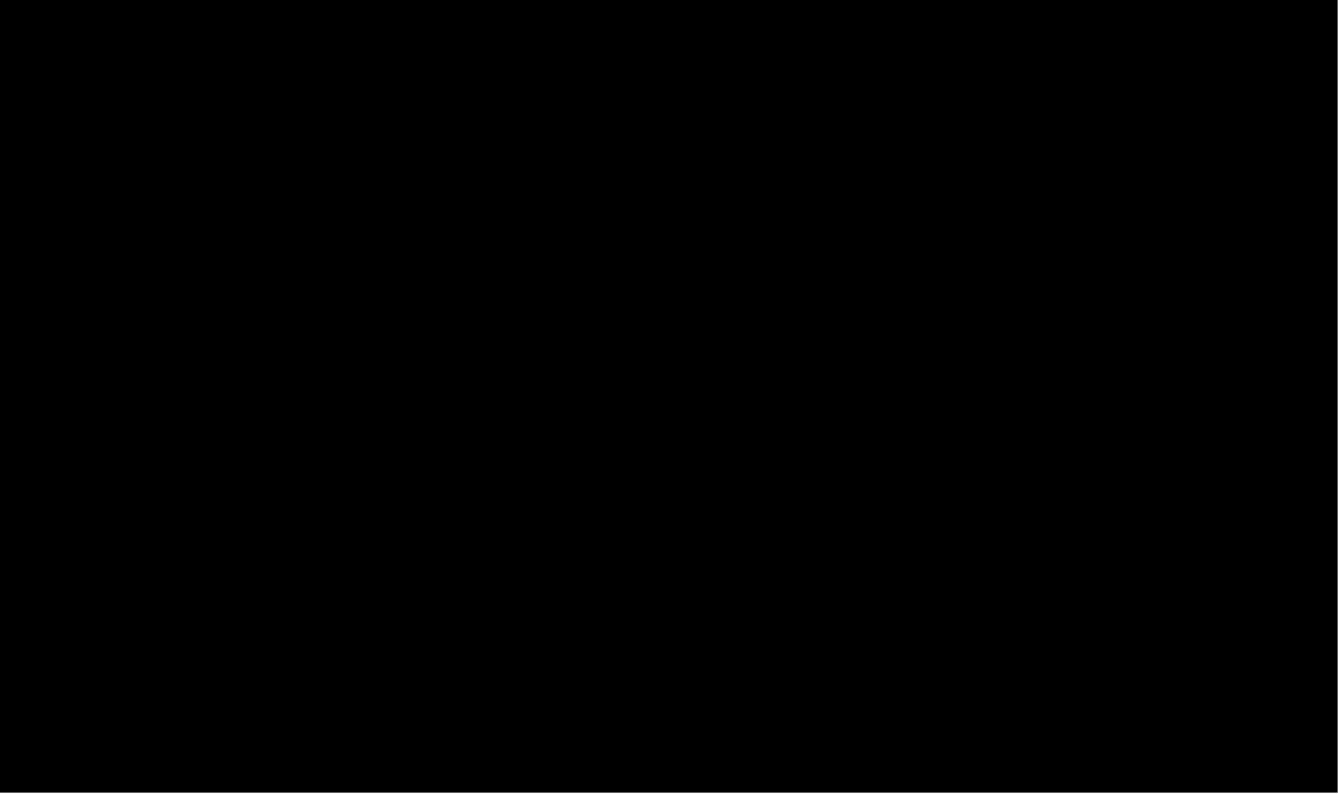
Community Navigation

In response to Tropical Storm Helene (DR-4827-NC), Buncombe County engaged Tetra Tech to design and implement a Community Navigation program aimed at connecting disaster survivors with vital recovery resources. Delivered between November 2024 and February 2025, this effort prioritized direct engagement with vulnerable populations – including low-income and marginalized community members – to help them access shelter, financial assistance, and other local services. Tetra Tech served as the County's implementation partner, providing staffing and operational support across multiple disaster recovery touchpoints. Our team:

- Staffed a centralized Flood Recovery Permitting and Information Center (FRPIC)
- Facilitated outreach through canvassing, hotel visits, and community events
- Helped residents navigate FEMA programs, local permitting, and non-profit services
- Collected data to assess and report on community needs and service gaps

The Community Navigator Program was defined by rapid mobilization, strong local partnerships, and compassionate outreach. Tetra Tech worked swiftly with Buncombe County to design the program, develop materials, and establish processes that allowed for immediate community engagement. The initial outreach activities were met with public skepticism due to widespread misinformation and prior scams. Tetra Tech overcame this by co-branding flyers with the County logo, aligning messaging across communication channels, and maintaining a consistent and familiar team presence in the community. Outreach was intentionally equity-focused, with events like “Food as a Connector” and collaborations with local schools, nonprofits, and the several local groups, such as the YMCA of Western North Carolina’s Mexican Consulate on Wheels, ensuring services reached residents who are often left out of traditional recovery efforts.

While the program closed in February 2025, the experience underscored the ongoing need for coordinated disaster case management, sustained housing solutions, and more robust access to mental health and financial support. The County is now better equipped to respond to future disasters with a model for community-based, people-centered navigation support.



FEMA Public Assistance: Site Inspections and Data Collection Efforts

Following Hurricane/Tropical Storm Helene, Tetra Tech supported Buncombe County with a broad range of disaster recovery services, focusing on hazard mitigation, public assistance, and disaster recovery in impacted communities. With a focus on efficiency and accuracy, our teams performed thousands of inspections and captured critical data to inform property-level decisions and broader mitigation strategies.

In Buncombe County, we **completed 2,222 site inspections, developed 1,485 property-specific assessments, and captured 3,619 high-resolution photos** to document damage and site conditions. These efforts provided vital information for both the State and FEMA, facilitating the development of actionable recovery plans and hazard mitigation projects. The damage assessments that Tetra Tech conducted identified **over \$25 million in emergency and permanent work damages**.

Tetra Tech's role extended beyond data collection. As program managers, the team ensured alignment with local priorities, adhered to recovery timelines, and kept to key milestones. The team provided subject matter expertise on FEMA PA guidelines, including 2 C.F.R. 200 procurement compliance. Tetra Tech's team continues to provide technical assistance to the County, advising on applicant eligibility,

identifying funding sources, assessing 406 mitigation opportunities, and more. In our continued support, Tetra Tech recently:

- Completed **34 Permanent Work Site Inspections** within just 3.5 weeks
- Developed a detailed 50% Repair vs. Replacement calculation for a severely damaged County park
- Submitted **\$3.32 million in Category B Streamlined Project Applications** to FEMA
- Submitted over **\$5 million in Permanent Work Project applications** for FEMA review

Tetra Tech continues to demonstrate our ability to collect, analyze, and organize large volumes of data while supporting local governments through every phase of the recovery process. Our partnership with Buncombe County highlights our commitment to building community resilience and securing the resources needed for long-term recovery.

Hazard Mitigation

Tetra Tech is also supporting Buncombe County, North Carolina, in the development and submission of Hazard Mitigation Grant Program (HMGP) applications under DR-4827-NC. As part of this effort, Tetra Tech has collaborated with the County to develop a post-disaster code enforcement initiative aimed at bolstering local capacity and supporting the County Floodplain Manager in conducting essential permitting and inspection activities following major disaster events.

During the week of May 26, 2025, Tetra Tech met with Buncombe County officials to identify and prioritize a list of eligible mitigation projects to be submitted under HMGP. This collaborative session helped align local mitigation priorities with federal funding opportunities and laid the groundwork for multiple project subapplications.

Tetra Tech will continue to provide comprehensive technical assistance throughout the application development process, including project scoping, benefit-cost analysis, documentation support, and submission to North Carolina Emergency Management. Our team remains committed to helping Buncombe County enhance community resilience and secure funding for high-priority mitigation initiatives.



Lexington County, SC

Tetra Tech was selected by Lexington County to provide planning and implementation services for the Community Development Block Grant Disaster Recovery and Mitigation (CDBG-DR and CDBG-MIT) Buyout and Infrastructure Programs. These programs are related to the 1,000-year flood disaster of October 1-5, 2015, which caused extensive damage throughout Lexington County and surrounding communities. Lexington County has funded a 100+ buyout/demolition program with the use of CDBG-DR and CDBG-MIT funds from a total allocation of \$27 million. **Through the CDBG-DR and CDBG-MIT programs, Tetra Tech is managing over \$10 million in recovery and mitigation road infrastructure projects for Lexington County.** Tetra Tech has been tasked with providing Lexington County with pre-implementation planning, program management, and post-implementation grant closeout.

To date, Tetra Tech has developed a process for appealing the sale price for buyout projects, buyout and demolition policies and procedures, Universal Relocation Assistance (URA), and project checklists. Tetra Tech also assisted Lexington County staff with writing the Action Plans and providing qualified historic preservation staff to allow Lexington County to sign the HUD Addendum to the South Carolina Programmatic Agreement for Section 106 compliance. Upon implementation, Tetra Tech has provided the following services:

- Site Eligibility Review for Buyout and Acquisition Properties
- Property Specific Preparation Activities
- Determine Relocation Assistance
- Prepare Buyout Offers
- Assist County with Property Closings
- Provide Relocation Assistance to Eligible Property Owners
- Demolition Coordination of Buyout and Acquisition Properties
- Environmental and Historical Reviews, including archaeological surveys and wetland delineation reports
- Contract procurement for demolition, engineering, and construction services
- Universal Relocation Assistance (URA)
- Project Closeout

Hurricanes Maria and Irma devastated the infrastructure of Puerto Rico, revealing unmet needs that the Puerto Rico Department of Housing (PRDOH) had clearly outlined in their CDBG-DR Action Plan. To revitalize communities and protect the public's health and safety in alignment with the Puerto Rico Recovery Plan and CDBG-DR regulations, PRDOH developed the City Revitalization Program (CRP) as a multi-sector initiatives program which aims to make innovative and transformative long-term recovery solutions for Puerto Rico. CRP allows eligible participants to make improvements in designated downtown areas or key growth corridors where infrastructure and ecosystems were damaged by hurricanes. PRDOH seeks to ensure that projects relate to a planned downtown strategy that aligns with future development and investment opportunities. CRP will restore downtown vitality, ensure safety during and after future events, and harden critical infrastructure against future storm events.

For the City Revitalization Program (CRP), Tetra Tech is responsible in a Program Manager role for tasks associated with assisting Puerto Rico municipalities (similar to counties in the United States) that experienced damage from Hurricanes Maria and Irma in September 2017. The program uses approved CDBG-DR funding allocated under the Puerto Rico Department of Housing's approved Action Plan to support disaster recovery projects selected by the municipalities. Tetra Tech continues to provide support starting at the proposal stage, all the way through implementation and concluding with close-out for the 27 municipalities in Region 1, with the focus on supporting recovery efforts and helping to build resistance to future disasters.

The Tetra Tech team is responsible for full-spectrum recovery operations support, which includes providing guidance, answering questions, and utilizing CDBG-DR subject-matter expertise for well over 100 approved CRP projects in Puerto Rico since September 2021. CRP Program Management and disaster recovery operations support project work includes but is not limited to the following:

A. Pre-Approval Operations Support

- Conduct Subrecipient (municipality) and community outreach
- Application intake and Subrecipient agreement support
- Project eligibility reviews, project package reviews, and project approval support
- Subrecipient training and technical assistance on documentation for municipality, including CDBG-DR requirements, potential compliance pitfalls, and tasks requiring attention to get projects approved and started

B. Continuing Operations and Approved Project Support

- Track/report project status and Subrecipient performance for approved CRP projects, using systems and workflows

- Provide daily technical assistance to Subrecipients (municipalities), meeting regularly to encourage compliance with CRP and HUD requirements
- Provide targeted guidance directly to PMO's, designers, and environmental specialists on both technical and compliance matters based on internally developed standard operating procedures, and internal controls that meet HUD guidance and Federal Register notices
- Perform construction cost reasonableness reviews and provide policy and procedure expertise to Subrecipients on compliance requirements, budget planning, project schedules, and permitting in accordance with internal workflows and Standard Operating Procedure (SOP) documents
- Provide technical assistance and support to Subrecipients on the requirements, timelines, and procedures related to design, specifications, and cost estimation while ensuring compliance with local, federal regulations and CDBG-DR requirements
- Support Subrecipients at design phase by reviewing the 30%, 60%, 90% and 100% designs, plus conducting Cost Reasonableness reviews of A&E cost estimates while following up on missing information and ensuring that documentation is complete with no fatal flaws or any inconsistencies with approved Scope of Work (SOW)
- Follow up with Subrecipients and designers on the required state permitting documentation to ensure compliance and avoid delays when executing construction contracts

C. CRP Compliance and Project Development Support

- Meet regularly to assist Subrecipients with issues and to follow up on actions needed for A&E procurements and public notices, plus contract reviews, execution, extensions, and amendments, in accordance with CRP and HUD CDBG-DR requirements
- Monitor project budgets and help develop timelines to help Subrecipients with project development and provide solutions to identified issues
- Meet with Subrecipients to provide guidance on professional services procurement, conducting courtesy reviews of A&E RFPs, model contracts, contract amendments, independent cost estimates, public notices and construction bid packages, using our standard operating procedures, and internal controls that meet HUD guidance, Federal requirements, and CRP policies
- Provide support services to municipalities by performing Duplication of Benefits (DOB) reviews, supporting efforts to comply with Uniform relocation assistance and voluntary acquisition, underwriting and economic development requirements, and relevant flood zone policies
- Review and analyze design specifications and provide related subject-matter expertise on CDBG requirements, answering questions and helping to develop solutions to issues as they arise in order to get projects closer to construction

D. Environmental Review and Permitting Support Services

- Support Subrecipients and their contractors with projects in the Design phase to ensure projects complied with 24 CFR Part 58 - Environmental Review Procedures for Entities Assuming HUD Environmental Responsibilities
- Assist with the Preparation of Environmental Review Records, agency consultations (including USFWS, PMZC, SHPO, NOAA, etc.) and follow up efforts upon submission
- Help assess environmental permitting needs and the preparation of the Section 106 NHPA EDFs, communicating with Subrecipients on environmental timeline and requirements
- Meet with Subrecipients and their contractors to resolve issues and develop solutions to identified concerns, using strategic communication to provide input into archeological monitoring and other compliance issues
- Review construction Change Orders to verify for compliance with the approved ERRs, and Section 106 SOW PA Allowances Analysis Forms, assisting with ERR Re-Evaluations Forms preparation and revisions to submitted for review

E. Construction Bids and Oversight Support Services

- Pre-construction coordination and compliance support
- Provide guidance to Subrecipients on construction bid package requirements to comply with Program guidelines and follow procurement best practices that incorporate HUD's cross-cutting requirements, such as the Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA), Section 3, Davis-Bacon and Related Acts, Title VI of the Civil Rights Act, and the Fair Housing Act.
- Assist with the preparation and review of the required documentation prior to publication
- Provide guidance on program requirements for projects in construction, including matters related to Davis Bacon, Section 3, invoicing, archeological monitoring, and Change Orders
- Participate in pre-construction meeting, conduct monthly site visits to submit monthly Construction Oversight Reports (CORs), and attend construction meetings

F. Project Completion, Close Out, and Invoicing Services

- Provide CDBG-DR expertise to resolve construction concerns and identified compliance issues
- Gather documentation required to close out CRP projects with approaching construction completion and assist Subrecipients with this process, in accordance with internally developed standard operating procedures and internal controls
- Work with and encourage Subrecipients to submit invoices monthly for review, before submitting to PRDOH, to ensure they comply with Program requirements
- Coordinate and conduct meetings on invoicing issues to identify solutions and support Subrecipients in complying with CRP policies and procedures

Home Repair, Reconstruction, or Relocation; Blue Roof Repair; and Single-Family Mitigation

As Program Manager for the Home Repair, Reconstruction, or Relocation (R3), Blue Roof Repair (BRR), Single-Family Mitigation (SF-MIT), and Earthquake-Repair Reconstruction, or Relocation (EQK) programs, Tetra Tech is responsible for the tasks associated with assisting households in Puerto Rico that experienced damage as a result of Hurricanes Maria and Irma back in September 2017. The program also uses mitigation funds to assist households located in an area that faces a risk of immediate threat. Applicants to the programs may be awarded repair, relocation or reconstruction assistance depending on the results of a property damage assessment. The Tetra Tech team is responsible for the following housing-related services for over 3,500 cases.

Case Management Services:

- Public outreach, application intake, and eligibility review
- Duplication of Benefits (DOB) review
- Relocation services and voluntary acquisition
- Uniform relocation assistance for tenants
- Grant award coordination and closeout

Environmental Review and Historic Preservation Services:

- Environmental surveys and preparation of Environmental Review Records
- Tier II Site Specific Reviews
- Section 106 Historical and Archaeological Studies

Construction Monitoring Services:

- Damage assessments and demolition scope of work development
- Pre-construction coordination and progress inspections; construction payment request processing

Homeowner Relocation Services:

- Appraisals of home market values
- Title investigations
- Housing Quality Standards (HQS) inspections
- Coordinate and conduct home closing events

Tetra Tech has successfully relocated over 190 families, delivered over 55 new homes, and completed repairs in another 25 homes. We have streamlined our property assessment process, incorporating the environmental assessment in a single visit to the properties.

Community Energy and Water Resiliency Installations – Community Installations Program

To help reduce the impact of future disasters, PRDOH launched the CEWRI-CI Program with funding from HUD's CDBG-MIT grant. The Community Energy and Water Resiliency Installations – Community Installations (CEWRI-CI) program is designed to improve energy resilience through solar photovoltaic (PV) and battery storage systems, along with water cisterns for critical water access. The program offers up to \$40,000 per residence to support installations that can function independently during future outages. Tetra Tech is supporting CEWRI-CI program implementation in Orocovis, Puerto Rico – one of the hardest-hit and most vulnerable regions. We conducted [over 900 site visits and surveys](#) to assess eligibility, manage case files, and guide technical installation planning. Our team evaluated each site for structural integrity, roof type, solar exposure, and compliance with electrical codes. Despite major logistical challenges, such as limited internet or cell service, low technology literacy, and an aging population, Tetra Tech adapted our outreach and engagement approach to meet people where they were. We used tailored communications and in-person assistance to overcome barriers, ensuring residents were fully supported throughout the application and installation planning process. Progress to date includes [800+ cases managed, 566 residents deemed eligible, and 350 applicants progressed to pre-installation assessment](#). Installations are now moving forward following site design and award letter distribution.





TETRA TECH



Appendix

**Required
Attachments**

Item 8. Financial Statements and Supplementary Data**INDEX TO FINANCIAL STATEMENTS AND FINANCIAL STATEMENT SCHEDULE**

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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)			
CDBG Subject Matter Expert	\$225.00	\$230.00	\$236.00
Single Family Subject Matter Expert	\$195.00	\$200.00	\$206.00
Multi- Family Subject Matter Expert	\$195.00	\$200.00	\$206.00
Economic Development Subject Matter Expert	\$195.00	\$200.00	\$206.00
Infrastructure Subject Matter Expert	\$195.00	\$200.00	\$206.00
PMO Lead	\$185.00	\$190.00	\$195.00
Environmental Review Specialist	\$130.00	\$133.00	\$136.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 2 – Financial Compliance, Oversight, and Fraud Prevention			
PMO Lead	\$185.00	\$190.00	\$195.00
Financial Specialist	\$115.00	\$118.00	\$121.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 3 – Duplication of Benefits (DOB) Compliance			
PMO Lead	\$185.00	\$190.00	\$195.00
DOB Specialist	\$110.00	\$113.00	\$116.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 4 – Procurement Compliance and Monitoring			
PMO Lead	\$185.00	\$190.00	\$195.00
Procurement Specialist	\$175.00	\$200.00	\$206.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 5 – Claims, Appeals, and Case Reviews			
PMO Lead	\$185.00	\$190.00	\$195.00
Case Manager Lead	\$125.00	\$128.00	\$131.00
Inspection Specialist	\$110.00	\$113.00	\$116.00
Case Manager	\$85.00	\$88.00	\$90.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 6 – Action Plan Development and Amendments			
PMO Lead	\$185.00	\$190.00	\$195.00
Action Plan Specialist	\$175.00	\$180.00	\$185.00
Administrative Assistant	\$65.00	\$67.00	\$69.00

TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support			
Planning Senior SME	\$195.00	\$200.00	\$206.00
PMO Lead	\$185.00	\$190.00	\$195.00
Planning Senior Project Manager	\$170.00	\$175.00	\$180.00
GIS Analyst	\$95.00	\$97.00	\$100.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 8 – Program Performance Monitoring and Evaluation			
PMO Lead	\$185.00	\$190.00	\$195.00
Reporting Manager	\$155.00	\$160.00	\$164.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation			
PMO Lead	\$185.00	\$190.00	\$195.00
Labor Standards Officer	\$125.00	\$128.00	\$130.00
Grant Manager	\$150.00	\$154.00	\$158.00
Historic Preservation Officer	\$130.00	\$133.00	\$136.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 10 – Audit Readiness and Monitoring Support			
PMO Lead	\$185.00	\$190.00	\$195.00
Compliance Specialist	\$140.00	\$145.00	\$150.00
Environmental Review Specialist	\$130.00	\$133.00	\$136.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects			
Engineering and Feasibility Specialist	\$200.00	\$206.00	\$212.00
PMO Lead	\$185.00	\$190.00	\$195.00
Administrative Assistant	\$65.00	\$67.00	\$69.00

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 12 – Training, Technical Assistance, and Capacity Building			
CDBG Subject Matter Expert	\$225.00	\$230.00	\$236.00
PMO Lead	\$185.00	\$190.00	\$195.00
Environmental Review Specialist	\$130.00	\$133.00	\$136.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support			
PMO Lead	\$185.00	\$190.00	\$195.00
URA Specialist	\$109.00	\$112.00	\$115.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 14 – Communication, Public Information, and Outreach Support			
PMO Lead	\$185.00	\$190.00	\$195.00
Outreach Specialist	\$135.00	\$140.00	\$145.00
Outreach and Engagement Lead	\$175.00	\$180.00	\$185.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 15 – Grant Management			
PMO Lead	\$185.00	\$190.00	\$195.00
Grant Manager	\$150.00	\$154.00	\$158.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 16 – Technical Systems Specification & Project Management			
PMO Lead	\$185.00	\$190.00	\$195.00
SOR Requirements Analyst	\$160.00	\$150.00	\$155.00
Administrative Assistant	\$65.00	\$67.00	\$69.00
TASK 17 – Environmental Review*	UNIT COST	UNIT COST	UNIT COST
Initial Environmental Review:			
Exempt	\$275.00	\$285.00	\$295.00
Categorically Excluded Not Subject to §58.5	\$275.00	\$285.00	\$295.00
Categorically Excluded Subject to §58.5	\$895.00	\$920.00	\$945.00
Environmental Assessment	\$10,495.00	\$10,800.00	\$11,100.00
Environmental Impact Statements	\$15,000.00	\$15,450.00	\$15,915.00
Reevaluation Environmental Review:			
Exempt	\$150.00	\$155.00	\$160.00
Categorically Excluded Not Subject to §58.5	\$175.00	\$180.00	\$185.00
Categorically Excluded Subject to §58.5	\$890.00	\$900.00	\$925.00
Environmental Assessment	\$1,100.00	\$1,130.00	\$1,160.00
Environmental Impact Statements	\$7,500.00	\$7,725.00	\$7,955.00

*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

Cost Assumptions

1. **Project Sponsor(s).** State will assign a primary point of contact to serve as a project sponsor and address administrative and functional issues.
2. **Confidentiality Policies.** Tetra Tech shall use only pre-approved, designated personnel who have signed non-disclosure or confidentiality statements, if required. Tetra Tech will follow its documented internal procedures and protocols to protect confidential materials obtained from State. Tetra Tech established these internal procedures to meet requirements by federal, state, and local governments to ensure protection of critical infrastructure data.
3. **Access to Materials.** All documentation that is deemed pertinent to the completion of units should be made available to the project team for review in electronic format upon request. These materials may include but are not limited to operating policies/procedures, system documentation, contracts, purchasing-related documents, and network diagrams.
4. **Access to Organization Personnel.** Availability of a State representative per Task Order is critical to obtaining the information required for the overall success of this project. Information presented by subject matter experts will be relied upon and accepted as factual. No further confirmation will be made.
5. **Deliverables.** Tetra Tech will provide draft interim deliverables in electronic format on via e-mail or system of record identified by the State.
6. **Work Location.** The Tetra Tech team will perform work off-site at Tetra Tech office, and on site for required field work.
7. **Acceptance of Deliverables.** Draft deliverables will be submitted electronically. The State's comments must be provided within ten (10) calendar days. Upon incorporation of revisions to the draft deliverables and one final resubmission to the County and IEM, the deliverables will be considered accepted.
8. **Payment Plan Based on Time and Materials Expended.** State will pay Tetra Tech on a time and materials basis for labor expended, and unit costs incurred. Tetra Tech shall provide State an invoice monthly for services performed. Invoice payment terms are net 30 days.
9. **Additional Scope and Requests for Additional Assistance.** Tetra Tech will work with the State to determine costs for additional scope items requested in writing, as mutually agreed upon, which shall be memorialized in a written task order.
10. **Cost Estimates.** The cost estimates are based on Tetra Tech's current understanding of the project requirements and best estimates of level of effort required to perform the services and may be subject to change upon agreement between the State and Tetra Tech.
11. **Correspondence Timeline.** Requests made by Tetra Tech for information necessary to complete the Environmental Review Records and ancillary units will be provided in a mutually agreed upon timeline. If requests are not fulfilled within the agreed upon timeframe, an extension and associated project cost increase may be requested.
12. **HUD Program Requirements.** Tetra Tech's scope and estimated costs are based on providing services to meet the requirements published in the scope of the RFP and will follow available guidance from HUD (24 CFR Part 58). To the extent changes are made to the scope of work or HUD requirements, such changes may result in an increase or decrease to the level of effort required and associated project cost. To the extent such changes occur, Tetra Tech and the State will mutually agree on a new/revised scope of work and cost if required.
13. **Publication Costs.** To the extent that any publication costs are required for a project, the advertisement fees will be submitted to the client at cost.
14. **Period of Performance.** The assumed period of performance of the pre-qualified vendor pool for is an initial term of three (3) years, beginning on the date of final approval by the Department
15. **Proposed LCATs.** The proposed LCAT categories are being provided based on the understanding of the RFQ scope, if additional LCAT's are required for additional work not currently provided in the overall LCAT table, Tetra Tech will negotiate such position titles and hourly rates with the State.

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 YES NO **performing services under the Contract outside of the United States**

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:

Many of the proposed staff are local to North Carolina and will perform work within the State even when completing tasks remotely, while others will work remotely throughout the contiguous United States.

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

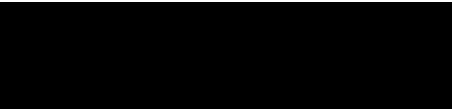
ATTACHMENT F: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

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


Signature of Vendor's Authorized Official

Jonathan Burgiel, Business Unit President

Name and Title of Vendor's Authorized Official

September 11, 2025

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.

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
(See reverse for public burden disclosure.)

Approved by OMB

0348-0046

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known No activities to report.		5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:
6. Federal Department/Agency:		7. Federal Program Name/Description: CFDA Number, if applicable: _____
8. Federal Action Number, if known:		9. Award Amount, if known: \$ _____
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i>		b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i> <div style="text-align: right; margin-top: 10px;">  </div>
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.		Signature: _____ Print Name: Jonathan Burgiel Title: Business Unit President Telephone No.: 407-803-2551 Date: 9/10/25
Federal Use Only:		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

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:	Buncombe County, NC
Program:	Hurricane Helene Recovery
Brief Description of Services Rendered:	Tetra Tech is supporting Buncombe County's recovery from Hurricane Helene across multiple program areas. Our integrated approach includes strategic guidance, technical assistance, and boots-on-the-ground implementation across multiple programs, as summarized in the following pages. Through our work with Buncombe County, Tetra Tech helped translate complex recovery needs into actionable recovery strategies, from evaluating repair, reimbursement, and rental assistance options to supporting site selection for affordable housing. Our technical assistance strengthened the County's long-term recovery planning. This engagement reinforced the value of data-driven prioritization, coordinated program delivery and flexible tools to serve both households and development partners – key takeaways we bring to the State's CDBG-DR implementation. Learn more in Tab 6 of our proposal.

Example 2	
Client Name:	Lexington County, SC
Program:	CDBG-DR/MIT Program Management
Brief Description of Services Rendered:	Tetra Tech was selected by Lexington County to provide planning and implementation services for the CDBG-DR and CDBG-MIT Buyout and Infrastructure Programs. These programs are related to the 1,000-year flood disaster of October 1-5, 2015, which caused extensive damage throughout Lexington County and surrounding communities. Lexington County has funded a 100+ buyout/demolition program with the use of CDBG-DR and CDBG-MIT funds from a total allocation of \$27 million. Through the CDBG-DR and CDBG-MIT programs, Tetra Tech is managing over \$10 million in recovery and mitigation road infrastructure projects for Lexington County. Tetra Tech has been tasked with providing Lexington County with pre-implementation planning, program management, and post-implementation grant closeout. See Tab 6 for more information.

Example 3	
Client Name:	Puerto Rico Department of Housing
Program:	Multiple Programs
Brief Description of Services Rendered:	Tetra Tech serves as Program Manager for the Puerto Rico Department of Housing's City Revitalization Program (CRP) and related housing recovery initiatives funded by CDBG-DR/MIT. Our team supports municipalities through outreach, eligibility reviews, compliance, environmental assessments, construction oversight, and closeout for more than 100 CRP projects and 3,500 housing cases. We also deliver energy and water resilience installations through the CEWRI-CI program. These efforts restore communities, strengthen infrastructure, and build long-term resilience. See Tab 6 of our proposal for more information.